

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,523

Monday January 14 1985

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World stock markets  
scale new  
peaks, Page 10

## World news

## Business summary

### Israel debates Lebanon pull-out

The Israeli Cabinet is today expected to conclude the debate on proposals for a staged withdrawal of its troops from southern Lebanon.

France sent 1,000 paratrooper reinforcements to the Pacific territory of New Caledonia, which is in a state of emergency after more violence. Page 2

### Libyan shot

Libyan diplomat Farag Omar Mikhaym was shot dead near his Rome flat after firing back at his assailants. Last January, the Libyan ambassador to Rome died in a similar attack. Page 2

### Missile fire inquiry

The West German parliament's defence committee will question Herr Manfred Wörner, the Defence Minister, about the fire in a U.S. Pershing-2 missile, which killed three U.S. soldiers. Page 2

### Argentina rebuilds

Argentina's armed forces have replaced losses caused by the Falklands conflict and built up the capacity to wage a war of attrition against the British on the Falkland Islands, according to an English university report. Page 2

### Kennedy ends tour

U.S. Senator Edward Kennedy ended his South African tour without making a planned speech in a Soweto church because of security risks. Later, in Zambia, he was to meet banned black leaders. Page 12

### Nuclear decision

Dutch Cabinet has agreed that the Netherlands needs at least two more nuclear power plants by the year 2000. Page 2

### Submarine repairs

China has launched a repair ship for submarines with seven workshops on board and facilities for submariners to rest at sea.

### Kenya bank return

Kenya's Barclays Bank reinstated 2,000 workers dismissed on Friday for defying an order to return to work. They were protesting against moves to limit fringe benefits, including low-interest loans.

### Pakistan poll plan

Pakistan leader General Zia-ul-Haq ordered elections for next month but barred parties from the poll and said the future parliament must abide by his Islamisation campaign. Page 2

### Fugitive back in HK

Fugitive businessman Mr. Amos Dine returned to Hong Kong after his arrest in Britain last month to serve a five-year jail sentence for fraud, ending a two-year international manhunt.

### Dallas air fare cut

UK tour group Jetset is running four February four-day air returns from England to Dallas in co-operation with British Caribbean Airlines for £270, about £200 less than the next cheapest fare.

### Mail-order brides

The Spanish Pyrenean village of Plan will hold a springtime festa to welcome hundreds of women who answered a newspaper advertisement for wives, placed by the town's unmarried men.

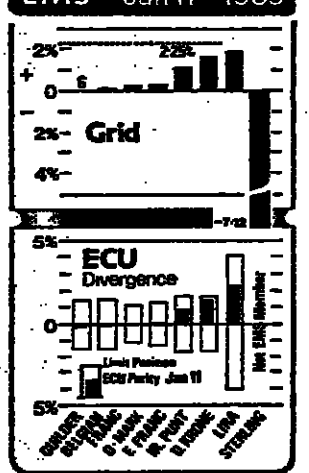
### KLM flies new perpetual bond

KLM, the Dutch airline, is raising SwFr 200m (\$75.2m) through an updated bond issue, the first time a foreign borrower has made such an issue in Switzerland and the first perpetual issue made by a borrower other than a country or bank in the international bond markets.

Page 15

FRENCH telecommunications authority Direction Générale des Télécommunications will this week report a return to profit of about SwFr 3.7bn (\$381m) for 1984 after losing nearly SwFr 1bn in 1983. Page 15

CURRENCIES showed little overall change within the European Monetary System last week as speculation



remained focused on the U.S. dollar. That showed little change on the week but fluctuated quite sharply between DM 3.13 and DM 3.16, clearly defined support and resistance levels. Without breaking out of that range, there was unlikely to be much movement by EMS currencies. The Belgian franc continued to improve, however, and moved above the D-Mark as the latter became the second weakest currency. The Dutch guilder remained the weakest member.

The chart shows the two constraints on currency movements: the EMS exchange rate and the U.S. dollar. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2% per cent. The lower chart gives each currency's divergence from its 'central rate' against the European Currency Unit (ECU), itself a basket of European currencies.

FOREIGN car manufacturers last year gained 38 per cent of the French automobile market, the first time they have held the single largest share. Page 2

AUSTRIA, France and Britain have emerged as front runners for a £700m (\$784m) defence order likely to be placed soon by the Indian Government for howitzer gun systems. Page 3

MOBIL, the second largest U.S. oil company, is to seek approval from its shareholders for big changes to its corporate bylaws which will make it more difficult for unwelcome suitors to win a takeover battle. Page 15

ADVANCED Micro Devices, the California-based microprocessor manufacturer, has announced third-quarter net profits of \$29.4m, sharply down from the record levels of the previous three months, providing further evidence of the current downturn in the world semiconductor industry. Page 15

NOVA PARK'S dissident shareholders have called on a Zurich judge to order an extraordinary meeting of the Swiss-based hotel group as soon as possible. Page 15

DAVID MCKEE, the UK-based engineering concern, is to build a desulphurisation plant for the controversial Buschhaus power station in West Germany under a contract worth about £25m (\$95.2m) Page 3

ROBERT MAXWELL, the UK publisher, plans to float the newspaper in the Mirror Group on the London Stock Exchange

## UK prepared to let rates rise in defence of pound

BY PHILIP STEPHENS AND PETER RIDDELL IN LONDON

THE British Government is extremely concerned about the recent slide in sterling on foreign exchange markets and is ready to see interest rates rise further if the currency's rapid fall continues.

Spokesmen for the Treasury yesterday acted quickly to deny press reports that ministers were indifferent to the sharp fall in the pound.

Mrs Margaret Thatcher, the Prime Minister, and Mr Nigel Lawson, the Chancellor of the Exchequer, discussed the position and were said to be dismayed by such suggestions.

The Government's attitude was that the present broadly non-interventionist strategy on the long-term level of sterling would continue, but that that did not mean a total hands-off approach in the face of sudden large movements.

Leaders of the Labour Party will this morning consider whether to press for an emergency statement in parliament this afternoon or if they should wait for Mr Lawson's speech in tomorrow's debate on unemployment.

Mr Lawson yesterday met other senior ministers to discuss strategy for the March 19 budget.

The public emphasis on ministers' concern follows the failure of Friday's rise in bank base rates to 10% per cent to halt sterling's fall. It also reflects official acknowledgement that the currency's weakness can no longer be blamed entirely on the strong dollar and falling oil prices.

Officials emphasised that the Government was not prepared to run the risk of its anti-inflation policy being blown off course by too sharp a fall in sterling's value.

That did not mean the Government would defend any particular exchange rate, nor was it ready to intervene on foreign exchange markets with the official reserves.

It did imply, however, that Mr Lawson would not resist a further rise in base rates if the situation deteriorated. The Treasury indicated that it had "acted without hesitation" in endorsing a large rise in interest rates last July.

The Government is obviously not keen to encourage any new rise in borrowing costs, but it was emphasised yesterday that the dominant consideration was that it should not run risks with its monetary policy.

Friday's increase was readily endorsed by the authorities after it be-

came obvious that sterling's fall was signalling the need for a tightening of monetary policy.

The key money-supply measure, sterling M3, is at the top of its 6 to 10 per cent annual target range and private credit demand has been growing strongly.

The Government hopes that the rise so far in base rates, coupled with the expression of public concern over the situation, might be enough to restore confidence.

There is also the possibility that oil prices might firm in response to the cold weather, or that U.S. interest rates might soften further, taking some of the pressure off the pound.

The immediate response of the markets on Friday, however, was not encouraging, with the higher rates failing to stop a fall in the pound's value to less than \$1.12 in New York.

Many London economists believe it will take firm action by the Government - perhaps along the lines of the 2% point rise in base rates seen last July - to stabilise the markets.

Hattersley plan, Page 5; UK exports, Page 12; money markets, Page 26

## Missile talks 'depend on space weapons ban'

BY PATRICK COCKBURN IN MOSCOW AND REGINALD DALE IN WASHINGTON

MR ANDREI GROMYKO, the Soviet Foreign Minister, said last night that if no progress was made towards banning space weapons in the forthcoming disarmament talks with the U.S., it would be superfluous to try to limit intermediate and strategic nuclear missiles.

Speaking on Soviet television, Mr Gromyko laid down Moscow's position in the disarmament negotiations agreed upon in Geneva last week. He emphasised that "it is impossible to examine productively questions of strategic nuclear armament and intermediate-range nuclear weapons without considering questions of space, outer space."

In Washington Mr George Shultz, the U.S. Secretary of State, responded calmly to Mr Gromyko's remarks, saying that the consequences for the negotiations "remained to be seen." Speaking on television, he brushed aside suggestions that Mr Gromyko had injected "a new element of uncertainty" into the talks or doomed their chances of success.

Mr Shultz said the Soviet Foreign

Minister had spent considerable time during last week's talks making the same point. He said that in Geneva, Mr Gromyko had accepted that there could be exceptions to the Soviet principle that progress in one of three sets of talks was dependent on progress in the others.

Mr Caspar Weinberger, U.S. Defence Secretary, in a separate television interview, took a tougher line in response to Mr Gromyko's comments, saying they seemed to conflict with the agreement in Geneva that the talks should proceed without preconditions. Mr Weinberger insisted that there was no possibility of the U.S. giving up its research into, or deployment of, a strategic defence system (the so-called Star Wars programme).

The Soviet Foreign Minister yesterday also firmly rejected the U.S. position that research into space weapons and anti-ballistic missile systems was different from their development and deployment. Mr Gromyko called the distinction "near absurd."

"Who can guarantee that the line will be drawn after research has

been completed?" he asked. "Will there not be people, scientists and others, who will say: 'Sorry, we have spent so many billions of dollars on research, so why waste all this money?' Deployment would be almost inevitable."

He vigorously attacked the argument, which he described as the U.S. position, that the militarisation of space could be banned but not research because it was impossible to verify what research was going on.

Admitting that written research might be difficult to verify Mr Gromyko said that nevertheless "there is often some proving ground next to a laboratory" which could be seen by satellites.

Mr Weinberger said that if the research the U.S. was carrying out showed that a feasible, thoroughly reliable defensive system could be developed - and he believed it could - the U.S. would then be prepared to discuss ways of deploying it. He again made clear that the U.S. administration's aim, in discussing Star Wars, would not be to nego-

Continued on Page 12

## BA will offer cash to end Laker dispute

BY DUNCAN CAMPBELL-SMITH IN LONDON

BRITISH AIRWAYS has decided in principle to make a private payment to Sir Freddie Laker as part of its attempt to resolve outstanding U.S. litigation against it which is delaying plans to privatise the airline this year.

The payment, designed to end the dispute over BA's alleged involvement with the collapse of Sir Freddie's Skytrain service in 1982, would be among settlements now being finalised by Linklaters and Paines, BA's London solicitors, after talks with more than 50 other parties.

An approach has been made to Sir Freddie and his advisers at the weekend as a late addition to the process. BA's solicitors met them on Friday at the Sonesta Beach Hotel in Key Biscayne, Florida, where talks were still continuing last night. A private payment by BA to Sir Freddie of anything up to \$5m is understood to be at stake.

The meeting reflects a significant change of heart by BA, which is anxious to put its legal difficulties behind it and resume progress towards privatisation. "We have all got more important things to do than continue fighting legal disputes which at the end of the day would lead to nothing," said Mr Gordon Dunlop, the airline's chief financial officer, in London yesterday.

The main plaintiff against BA in the U.S. courts is Mr Christopher Morris, the liquidator of Laker Airways. He is suing BA and 10 other

international airlines for treble damages of \$10.5bn on behalf of Laker Airways' creditors, in a case awaiting trial this year in the District Court of Washington DC.

Sir Freddie and Lady Laker were the sole shareholders of Laker Airways, which collapsed in 1982, but they have no legal status in the present action brought by Mr Morris. All the defendants have been actively pursuing an out-of-court settlement since early last month - but they have firmly resisted, until now, any moves to offer separate compensation to Sir Freddie.

Legal counsel on both sides of the Atlantic, however, have persuaded the airlines to drop this attitude in the hope of ensuring that a settlement with Mr Morris might write the final chapter in the Laker Airways story.

Unless Sir Freddie is involved directly in any agreed deal, "he could have some nuisance value," as Mr Dunlop put it. "We are buying a signature. It may be an expensive signature. But he would be barred for ever more from making further trouble."

BA and its advisers have been assigned responsibility for dealing with Sir Freddie, in accordance with the decision of the co-defendants last month to let BA take charge of all negotiations with the Laker liquidator on their joint behalf.

Continued on Page 12

## Saudi Arabia warns on petrochemicals

BY TONY JACKSON IN LONDON

SAUDI ARABIA'S state industrial holding company Sabic, has issued a strong warning to the European chemicals industry on the dangers of protectionism.

Mr Ibrahim A. Salamah, Sabic managing director, denied that Saudi production of petrochemicals would be large enough to cause serious market disruption in Europe or elsewhere.

The Sabic statement was strongly critical of a paper released by Cefic, the European chemical industry association, last November which called on the EEC to monitor Saudi sales of petrochemicals in Europe, and called for protection from "excessive imports."

Sabic said: "Our main drive is to ensure that our products would meet the highest international stan-

dards, and that our factories would make reasonable profits. We aim at strong economic competitiveness, for we believe it is the only path that could lead to a gradual and healthy process of restructuring the industry."

EEC exports to Saudi Arabia in 1983, said the statement, were worth \$20bn and imports of Saudi products amounted to only \$10.5bn. Almost 75 per cent of Europe's merchandise exports entered Saudi Arabia duty free. "It seems only natural that we should enjoy some reciprocal rights," Cefic said last night. "We have heard some of these arguments from Sabic before, and we are disappointed that they think our paper was protectionist. We thought it was reasonably balanced."

Perrier for its part, apparently regards the Tour as no longer essential for its image. Indeed, it has been cultivating a more upmarket image in France and abroad.

Perhaps the biggest irony is that Coke takes over from Perrier while the Socialist Government has sought to defend French traditions against the invasion of American products and culture. Despite spirited campaigning by M Jack Lang, the Minister of Culture, however, the latest fads from the other side of the Atlantic have continued their inexorable penetration of France.

In the circumstances, it was probably inevitable that even the Tour should succumb to one of the popular symbols of modern America.

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## OVERSEAS NEWS

# Paris increases New Caledonia police strength

BY PAUL BETTS IN PARIS

THE FRENCH Government dispatched at the weekend another 1,000 gendarmes and riot police forces after the sudden upsurge of violence in the Pacific territory of New Caledonia.

For the second time in the history of the French Fifth Republic a state of emergency was imposed on a French colonial territory in the face of the riots and violence which followed the murder of a young white settler and the subsequent death of two hard-line leaders of the New Caledonia independence movement. A state of emergency was imposed in New Caledonia on Saturday, after which the French Government dispatched additional French police forces to the Pacific islands.

The police forces have now been increased to 3,250 men in New Caledonia but M. Edgar Pisani, the French Government's special envoy in the territory, can now also avail himself under the state of emergency of 5,000 French soldiers stationed in the colony.

The weekend incidents are among the most violent to have hit the territory so far and come at a time when the French Government was hoping that its recent proposals to hold a

referendum on the islands' future next July would help calm the tense atmosphere.

The proposals for a peaceful transition to independence but maintaining strong links with France were unveiled by M. Pisani eight days ago. They appeared to have been given a relatively good reception until this weekend's flare-up.

M. Jacques Chirac, the leader of the main French opposition party, the neo-Gaullist RPR, yesterday called for the suspension of M. Pisani's referendum plans for New Caledonia and asked President Mitterrand to take charge personally of the New Caledonia conflict.

The right-wing opposition in France has maintained a relatively low-key reaction to the latest events in New Caledonia to avoid being accused of stirring up the conflict for its own political ends a few months before French local elections.

The authorities in New Caledonia claimed yesterday that French gendarmes were not under orders to shoot to kill. M. Elou Machoro, one of the two leading separatist hard-liners killed at the weekend, M. Hachoro, and another separatist M. Marcel Nomaro, were killed by gendarmes during a gunfight at a farm on the east coast of the main island of New Caledonia.

## Dutch Cabinet approves two more nuclear plants

BY LAURA RAUN IN AMSTERDAM

THE DUTCH Cabinet has agreed that the Netherlands needs at least two more nuclear power plants by the turn of the century in a decision that is likely to spark great controversy.

Nuclear energy will remain cheaper than energy provided from coal, oil or natural gas and the problems of safety, security, waste disposal and siting all are manageable, according to Mr. Gijs van Aardenne, Economics Minister, and Mr. Pieter Winsemius, Environmental Minister.

Mr van Aardenne argued that the construction of two nuclear

power plants would provide at least 25,000 jobs, a significant argument in a country where the unemployment rate has been above 17 per cent for two years.

Ministers agreed that a minimum of two nuclear plants with a combined capacity of 2,500 megawatts ought to be built to satisfy the energy shortage projected for the year 2000.

The decision came after a decade of public debate, which escalated a year ago with the findings of a Government-commissioned steering group that concluded no decision was immediately necessary on the expansion of nuclear energy.

## Foreigners raise share of French car market

By Paul Betts in Paris

FOREIGN CAR manufacturers gained for the first time last year the single largest share of the French automobile market with nearly 36 per cent of total new registrations.

Led by Ford, Opel, Fiat and Volkswagen, the foreign car makers' 35.9 per cent of the French market topped the domestic market penetration of the French private Peugeot group with 33.1 per cent and of the French state-owned Renault group with 31 per cent.

Although new registrations declined by 12.5 per cent to 1,783,282 from 2,000,000 in 1983, the foreign manufacturers saw their overall sales in volume fall by only 4.5 per cent on the declining French market.

By contrast, Renault's sales dropped 23.1 per cent and the Peugeot group's sales fell by 10.4 per cent compared with 1983.

The continuing strength of foreign imports on the domestic market are adding to the general problems of the French automobile industry. The state-owned Renault group, which was overtaken by the private Peugeot group in domestic market share last year, is now undergoing a profound crisis and is expected to report losses of up to FF10bn (\$955m) for 1984.

Peugeot, whose performance is being sustained by the remarkable commercial success of its Peugeot 205 supermini, is now hoping to return into the black this year.

However, the private car group is now faced with the complex decision on the future of its troubled Talbot car marque and efforts to return its Citroën division into profit.

The French Government is becoming increasingly worried about the performance of Renault whose new Superfive mini model launched last autumn has failed so far to help the state group recover from its current slump.

Last year foreign car registrations totalled 630,548 new cars or 35.9 per cent of the market compared with 32.7 per cent in 1983.

Renault with 545,261 new registrations saw its market share decline from 33.1 per cent in 1983 to 31 per cent last year, while Peugeot with 587,252 registrations saw its domestic market share increase from 32.2 per cent to 33.1 per cent last year.

## Pershing probe

U.S. MILITARY experts have arrived in West Germany to investigate a fatal fire involving a Pershing missile and signs that the accident has renewed controversy about the missiles' deployment. Reuters reports from Bonn.

Both West German opposition parties have demanded a full inquiry by the centre-right Bonn Government, which has made clear it considers the accident a U.S. affair. Three U.S. soldiers died and 16 were injured.

## Cruise out of favour

A large majority of Belgians want the deployment of U.S. cruise nuclear missiles, due to begin in March, to be postponed or cancelled, according to an opinion poll published yesterday. Reuters reports from Brussels.

About 45 per cent of respondents favoured outright cancellation of the Belgian cruise programme, while only 18 per cent supported immediate deployment.

## HK prime rate cut

Hong Kong's leading banks dropped a 3 percentage point from the prime lending rate at the weekend in response to a steady strengthening of the HK dollar. David Dowdell reports from Hong Kong. The rate stands at 10.5 per cent.

# Reagan set to grant CEA reprieve

BY NANCY DUNNE IN WASHINGTON

PRESIDENT REAGAN was reported over the weekend to have granted a reprieve to the Council of Economic Advisers, which some White House advisers had wanted to abolish.

According to White House officials, the President is likely to approve a continuation of the Council and to announce soon a successor to Mr. Martin S. Feldstein, the former CEA chairman who left in July.

Some sources said the decision to retain the Council was based on cost estimates of eliminating it. However, killing the CEA would require Congressional approval since Congress established it.

Meanwhile, as the various budget sessions are held in Washington, Mr. Robert Dole, the Senate majority leader, said there would be no new taxes this year.

He indicated that Senate Republicans, who have been meeting almost daily with Administration officials to examine Budget proposals, will try to push for a freeze of the fiscal year 1986 Budget at fiscal 1985 levels.

Appearing on a Sunday morning news programme, Mr. David Stockman, the U.S. Budget director, defended President Reagan against Democratic charges that the President has

"walked away" from making difficult choices on the budget deficit, leaving the top political decisions up to Congress.

Mr. Stockman said that in November and December the President "went through the budget in excruciating line item detail making choices" for proposals now being presented to Senate Republicans.

"Senator Dole realises he is taking his army into an extraordinary battle, and he wants to get them prepared," Mr. Stockman said.

Mr. Stockman said he would support a freeze of many programmes for 1986 at 1985 levels but he also wanted reductions on some and elimination of others.

He listed among specific targets for cuts: subsidies for Amtrak train service; the farm programme; veterans' health benefits and state and local revenue sharing.

He acknowledged that he may not live to see the balanced budget, the President promised during the Presidential campaign for the end of his term. In fact, he said, he didn't know the Administration would reach a later goal of reducing the budget deficit to \$100bn (\$300bn) by fiscal 1988.

# Peru seeks extension of repayments freeze

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

PERU HAS asked its 275 creditor banks for a further one-month freeze on debt repayments to allow time for the country's proposed \$20.75bn economic mission to examine its economy.

The request came just as previous arrangements to roll forward maturing debt were due to expire today and although it has not been formally endorsed by the Clubbanked committee of leading creditor banks, it is known to reflect their view that the extension should be kept as short as possible.

Banks want to keep up pressure on Peru to seek a new

meeting to discuss interest arrears now thought to total some \$160m. Such a meeting is expected to take place in the month-end and well before the new extension expires on February 14.

Meanwhile, Peru has announced a further change in its economic team with the promotion of Sr Victor Miro Quesada, general manager of the state-owned Banco de la Nación, to head the external debt committee. He replaces Sr Garrido Lecca, who was appointed Finance Minister earlier this month.

Venezuela's leading creditor banks are to restart talks on the legal terms and conditions of the country's proposed \$20.75bn public sector debt rescheduling which have been stalled since last October.

The decision follows efforts by Venezuela to speed up settlement of private sector interest arrears which have always been seen as a major obstacle to completion of the rescheduling agreement.

Venezuela is to hold a seminar for foreign bankers in Caracas this Thursday to explain its new policy on private sector debt

and this is likely to be followed around the end of the month by a meeting with the committees of leading creditors chaired by Chase Manhattan.

This meeting will also have to discuss a further temporary freeze on debt repayments, replacing the present arrangements which expire on January 31.

But bankers say that up to six months work may still be needed on the rescheduling agreement because it is a complicated multi-year deal that includes a limited option for lenders to switch the currency of their loans out of U.S. dollars.

## Kinnock calls for stronger trade links with Managua

BY TIM COONE IN MANAGUA

TRADE and economic links between Nicaragua and the U.K. should be strengthened, according to Mr. Neil Kinnock, leader of the British Labour Party.

Speaking just before his departure from Managua at the weekend after attending the inauguration of Nicaragua's new President, Sr Daniel Ortega, he said: "There are both moral and material advantages in increasing our levels of participation in the Nicaraguan economy."

He described British aid levels to Nicaragua as "pathetic, at around \$60,000 a year."

"There is trade potential in Nicaragua and the society is in desperate need of investment," he said.

Mr Kinnock identified in particular the gold-mining and fisheries sectors as areas which could benefit from British technical aid and investment. In his inaugural speech that a foreign investment law would be drawn up this year.

Mr Kinnock said also that in

his meeting with Sr Fidel Castro, the Cuban President, in Managua last Friday, he believed Sr Castro to be fully committed to the Contadora group peace efforts in Central America and that the recent bilateral talks between the U.S. and Cuba could shortly lead to "new developments."

"There is a very clear philosophical adjustment coming from Fidel Castro, that it would be wrong for Nicaragua to fall into the isolation that Cuba fell into, or was pushed into, 20 years ago. This is an encouragement for the Sandinistas and a demonstration of sagacity by Fidel Castro."

President Castro opened a major new sugar factory in Nicaragua on Friday which has been largely financed by the Cubans. In a surprise move he announced the conversion of the \$70m (\$61.8m) Cuban investment in the project, which was to have been paid back to Cuba over 12 years, into a donation to the Nicaraguan Government.

Editorial comment, Page 10

## Row erupts in Washington over aid to Afghan rebels

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

NEW CONTROVERSY over covert U.S. aid to the Afghan rebels erupted in Washington at the weekend, following reports that the programme had developed rapidly into the largest U.S. covert operation since the Vietnam war.

The Washington Post said that Congress had nearly tripled the Reagan Administration's initial request for the programme to about \$250m for the current fiscal year.

The new figure would amount to more than 80 per cent of the Central Intelligence Agency's annual budget for covert operations, dwarfing the roughly \$34m the agency spent annually to back the right-wing "contra" rebels in Nicaragua until congressional authorisation was suspended last year.

With other countries in the Middle East and Asia contributing about \$200m, the annual aid package to the Afghan insurgents was approaching \$500m, the Post reported.

The rapid expansion of the

programme had led to heated arguments in Washington between those who fear that it is getting out of hand and may trigger an escalation of Soviet military activity in Afghanistan, and those who believe that the U.S. is still not doing enough for the rebels.

Congressional backers of the operation argue that the equipment supplied to the rebels is second rate and that they are not being given enough supplies and ammunition.

The CIA reportedly vetoed plans to send the insurgents sophisticated American ground-to-air missiles, but money was said to have been provided for advanced, heavy, anti-aircraft cannon.

By the end of the year, the U.S. programme, which supplies weapons, ammunition, clothing, medical supplies and money for food, is expected to support an estimated 200,000 to 300,000 full or part-time insurgents against a Soviet army of 110,000 troops, the Post said.

## Lisbon raises consumer prices

By Diana Smith in Lisbon

THE PORTUGUESE Government announced sweeping increases this weekend in the prices of telecommunications and postal services, the utilities, farm fertiliser, bread, milk and sugar.

Averaging between 9 and 22 per cent against 1984 inflation of 23 per cent, the price rises in public services, utilities and postal services, the utilities, farm fertiliser, bread, milk and sugar will ease some of the burden on this special funds that go to subsidising prices to the consumer as they have run up a debt of Esc 180bn (\$1.0bn).

Petrol has now risen to Esc 109 a litre (\$22.2 a gallon), one of the highest rates in Western Europe, whereas Portugal's wage levels are the lowest in the Community. The price of a litre of milk is now Esc 47.

The present minimum industrial Portuguese wage is only Esc 15,000 a month. Real wages dropped by an estimated 10 per cent with the rigorous austerity of 1984, and the average Portuguese earns no more than the national minimum wage.

## Zia calls parliamentary election

BY MOHAMMED AFTAB IN ISLAMABAD

President Zia ul-Haq, Pakistan's military ruler, has announced parliamentary elections for February 25 but has banned political parties from taking part.

The elections were immediately denounced by opposition politicians as a fraud—a charge they also made about the December 19 referendum which assured General Zia five more years in power.

General Zia announced the election in a televised address on Saturday night. He asked 35m voters to go to the polls and elect 127 members of the national assembly to be called "shura" or the Islamic Advisory Council. He raised the number of seats by 19 to accommodate more women and representation of religious minorities in this predominantly Moslem nation.

The electorate will vote on February 28 for four separate legislatures for the provinces (states) of Punjab, Sindh, Baluchistan and North West Frontier.

The four provincial legislatures will elect 87 senators by the middle of March. The

shura and the Senate will meet in Islamabad on March 23. It will be the first time they have assembled since July 5, 1977 when they were disbanded by Gen Zia, following his military take-over from the then Prime Minister Zulfikar Ali Bhutto.

Gen Zia has banned most leading opposition leaders from standing in the elections as well as many former cabinet ministers and ministers in the provincial governments. He can, however, relax the ban on application by the barred individuals.

Included in the ban are Begum Nusrat Bhutto and her daughter Miss Benazir Bhutto who head the Pakistan Peoples Party (PPP) founded by former Prime Minister Bhutto.

Political parties, all of which have been banned for the last five years, will have no role in the elections—a move which will lead to further confrontation between Gen Zia and the politicians.

Candidates in the elections must be "good, practising Moslems," and stand on their own not as members or nominees of parties. They must not have been convicted of moral

offences, including moral turpitude, smuggling, profiteering, hoarding, and adulteration of foodstuffs. Moslems will vote for Moslem candidates; non-Moslem will vote for their own candidates.

Gen Zia asked the electorate not to vote for drinkers, smugglers, anti-social elements, gamblers, and those who oppose Pakistan's Islamic ideology.

In his address, General Zia said that after the elections are over, and the future parliament meets on March 23, "the process of transfer of power will commence, but he did not specify dates. He has recently said that the transfer of power will not be from the military regime to the elected civilians. The two will participate in a power-sharing arrangement."

The nation's unanimously adopted constitution of 1973, major chunks of which General Zia has already suspended, will be further amended to provide more powers for the President, reduce the authority of an elected civilian Prime Minister, and create a Turkish-style National Security Council.

## Argentina's 'military capacity improved'

By Robert Graham, Latin American Editor

ARGENTINA'S armed forces have replaced their losses caused by the 1982 Falklands conflict and have built up a capacity which would enable it to wage a war of attrition against the British on the Falkland Islands, according to a report released today by the University of Bradford.

The report discounts any attempt by the democratic government of President Raul Alfonsín to invade the island. However, it says Argentina is overcoming all the deficiencies shown up by the war and has acquired a capacity enabling it to engage in low intensity military operations.

The report concludes that this could make defence of the Falklands immensely more costly.

Among the principal improvements in Argentina's armaments is a "complete replacement" of the air force and naval air force.

The number of front line aircraft has risen from 70 at the end of the conflict to 100—over 50 per cent higher than the 130 at the start of the war. There has also been rapid expansion of air-launched shipping missiles with up to 28 excess missiles and a number of Israeli-made Galil assault rifles.

The report also claims that up to 80 front line aircraft have provision for aerial refuelling, which would substantially increase strike and interceptor aircraft capacity to operate over the Falklands. The air force has also acquired sophisticated French-made anti-runway Durandal bombs which could be used against the Mount Pleasant airbase being built on the Falklands.

Argentina has also made improvements in its maritime reconnaissance and early warning capability in tracking submarines, surface ships and aircraft.

Yesterday the Foreign Office said the Government was aware of the report but made no comment. In private, officials in Whitehall say they are carefully monitoring the Argentine military build-up and say discussions must be made between discussions to purchase weapons and equipment, orders and delivery.

For example, the report says 26 Sea Kings have been delivered to the air force and naval air force. Apparently these have been negotiated in a deal with the Israeli Government but are apparently not yet in Argentina as their transfer would require U.S. Government approval.

The report also misses out some of the Argentine purchases, for example, of 45 Xavante jet fighters from Brazil.

However, Whitehall officials do not challenge the broad conclusions of the report.

## China set to buy arms from U.S.

By Our U.S. Editor in Washington

THE U.S. has reached a preliminary understanding with China to sell the Chinese navy an arms package that would include modern anti-submarine weapons and defence systems against missile attack, U.S. officials said at the weekend.

The deal, due to be formally concluded later this month, would mark the first concrete results of more than a year of high-level contacts between Washington and Peking on possible U.S. arms sales, dating back to the visit to China by Caspar Weinberger, the Defense Secretary, in September 1983.

News of the proposed sale came as Gen John Vessey, chairman of the U.S. Joint Chiefs of Staff, began talks in Peking at the start of a week-long visit. U.S. officials said the sales would include sonar submarine detection devices, torpedoes, gas turbine engines and the Phalanx ship-defence system.

# Israeli Cabinet debates troop pullout plan

BY DAVID LENNON IN TEL AVIV

PROPOSALS FOR a staged withdrawal of Israeli troops from Lebanon were presented to the Cabinet yesterday by Mr. Yitzhak Rabin, the Defence Minister, and senior army officers. The Cabinet will meet again today and is expected to conclude its debate on the plan.

If approved by Cabinet, the withdrawal will begin with a pull-back from the populous town of Sidon and end in the third and final stage with a withdrawal to behind the Israel-Lebanon border.

Several Likud members of the Cabinet oppose the idea of announcing a timetable for withdrawal. Prominent among them is Prof. Moshe Arens, the former Defence Minister, who argues that such a declaration would mean that no one in southern Lebanon would be willing to co-operate with Israel and recruitment to the Israel-backed south Lebanese militia would halt. However, he is believed to be in the minority in Cabinet.

By working out a withdrawal plan, albeit without a timetable as yet, Tel Aviv would be

answering Beirut's basic demand that it must know Israel's intentions before it can agree to the redeployment of UN forces in Lebanon. Disagreement over this issue caused the current stalemate in negotiations.

Mr Rabin's goal is withdrawal to the international border with the internal security force, in hilltop villages in the Kharroub, are the preliminary stages for the establishment of a future wider role for the Lebanese Army in conjunction with United Nations troops once Israeli forces pull out of Lebanon.

The successful deployment of the army, which was welcomed with showers of rice and flower petals, was overcast by an atmosphere of gloom in the capital, where a series of car bombs and explosions killed at least two people and injured many others over the weekend.

Nine people have died and 70 wounded in Beirut in the past four days.

The proposal stipulates that each of the three interim stages would remain in effect for a testing period lasting a number of weeks.

Israel would use these periods to review the effects of the partial pull-back and to re-

examine the chances of a negotiated accord.

The plan may be implemented unilaterally by Israel if no agreement can be reached with the Lebanese on the policing of the areas to be evacuated by the Israelis.

Lebanon for its part has let it be known that, in return for a detailed Israeli plan of withdrawal, it will be prepared to reconsider its position on the expansion of the area of operation of the United Nations Interim Force in Lebanon (Unifil).

Israel is expected to attend at least one more session of the military-level talks with the Lebanese, held under UN auspices at Nakoura in southern Lebanon. Israel suspended its participation last Monday, declaring that there was "nothing left to talk about."

Mr Brian Urquhart, the UN under secretary general, is due here today in search of an agreed solution to the impasse over the redeployment of Unifil.

## Zimbabwe election will not be fair, says opposition

BY TONY HAWKINS IN HARARE

ALLEGATIONS that Zimbabwe's first post-independence elections due to be held in March or April this year will not be "free and fair" have been fuelled by opposition parties following Mr. Joshua Nkomo's enforced cancellation of an electioneering tour of the vital Masvingo province.

Mr. Nkomo, leader of the Minority Zanu Party which has 19 seats in the 100-member Zimbabwe House of Assembly, denounced demonstrations by an estimated 50,000 supporters of Prime Minister Robert Mugabe's ruling Zanu-PF Party in Masvingo last week. Mr. Nkomo's car was stoned and he says, shots were fired by the Zanu-PF's demonstrators.

At the weekend, the Zanu leader said he had cancelled his campaign in the province on the advice of the police who had warned him that they could not guarantee his safety.


While this is the first such incident since Mr. Mugabe said at New Year that he hoped to

hold the elections before the April 19 anniversary of independence, it is a repetition of demonstrations last year by government supporters against the minority opposition groups.

In June, the Government imposed a three-month ban on Zanu militants in two provinces following violent demonstrations against the party by Zanu-PF militants.

Speaking at the weekend, Mr. Nkomo said it was plain that the elections would not be free and fair since "no campaigning is being allowed." Political observers here believe it is going to be extremely difficult for Zanu to campaign outside Matabeleland, which is Mr. Nkomo's home ground.

**Notice of Purchase**



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Pursuant to the terms and conditions of the Loan, notice is hereby given to bondholders that during the purchase year ending December 14, 1984, £1,000,000 of the above-mentioned Bonds were purchased by European Investment Bank in satisfaction of the quarterly Purchase Fund Installments.

As of December 15, 1984, the principal amount of such Bonds remaining in circulation was £18,000,000.

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In accordance with the terms and conditions of the Notes, and the provisions of the Agent Bank Agreement between C.V.G. Siderurgica del Orinoco C.A. (Sidor) and Citibank, N.A., dated July 7, 1980, notice is hereby given that the Rate of Interest has been fixed at 9 1/2% p.a. and that the interest payable on the relevant Interest Payment Date, July 15, 1985, against Coupon No. 10 in respect of US\$800,000 nominal amount of the Notes will be US\$371.58.

January 14, 1985, London  
By: Citibank, N.A. (CSSI Dept), Agent Bank

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## WORLD TRADE NEWS

## UK a front runner for Indian gun contract

By John Elliott in New Delhi

AUSTRIA, France and the UK have emerged as front runners for a \$700m defence order likely to be placed soon by the Indian Government for 155mm howitzer gun systems.

A senior Indian Army general said at the weekend that final negotiations are to start later this month. The guns were needed to counter armaments supplied to neighbouring Pakistan by the U.S., he said. They would have to penetrate 50km to reach the target area, which is significant on India's border—the Pakistan city of Lahore would come within that range.

The Austrian gun is also believed to have found political favour in negotiations last year which were halted, along with talks on many other contracts, following the assassination of Mrs Indira Gandhi, the Prime Minister, on October 31. That political advantage may no longer be the case now that negotiations are taking place with the new Indian Government.

Four countries remain in the race for the order, which initially will involve selling guns and ancillary equipment made abroad and then setting up licensed production in India.

Initial tenders last year envisaged the supply of 400 guns and systems from abroad complete with computer controls, towing vehicles and ammunition totalling about \$700m. But the initial order might be smaller because of lack of funds. Ammunition is believed to account for more than half the estimated cost.

General Malhotra said that artillery systems made in the Soviet Union, which tries to be a major arms supplier for India, had "not come up to the operational specification of the Indian artillery."

The UK system is based on the Vickers FH70 field gun, produced jointly with West Germany and Italy. It is being marketed in India by the British Government-owned International Military Services.

## Anti-pollution contract for Davy

By John Davies in Frankfurt

DAVY McKEE, the UK-based engineering concern, is to build a desulphurisation plant for the controversial Buschhaus power station in West Germany under a contract worth about \$25m.

The newly-built 350 MW power station at Helmstedt, near the East German border, has been at the centre of a fierce pollution debate. The Bonn Parliament was recalled to discuss the issue last July and voted to allow Buschhaus to start up without a desulphurisation plant to cut its pollutant emissions, provided such a plant was added by mid-1987.

The desulphurisation plant

will have to contend with brown coal with a high sulphur content and to meet stringent emission controls.

Davy McKEE recently won an order from BASF, the chemical group, to apply its Wellman-Lord process to reduce sulphur dioxide emissions from a coal-fired power station at Ludwigshafen. The end product here will be sulphur dioxide, which BASF will diversify into chemical uses.

The Buschhaus power station was planned in the 1970s when environmental issues were less politically sensitive. The

Government of Lower Saxony has strongly backed the project as it will extend the life of BKB and provide jobs in the Helmstedt region, which is heavily reliant on BKB for its prosperity.

Environmentalists, notably the Green party, have argued that Buschhaus should not come on stream until it has a desulphurisation plant attached, but supporters of the project argue that conditions agreed by Parliament last July will reduce existing pollution in the area once Buschhaus comes on stream, even before it has a desulphurisation plant.

## Pentagon 'to review' high tech exports

By Our Washington Staff

PRESIDENT Ronald Reagan has given the Pentagon the authority to review all licences for exports of high technology equipment to 15 non-Communist countries which might reship the products to the Soviet Union, it was reported at the weekend.

The directive settles in favour of the Pentagon a long-running battle between the Commerce and Defence Departments over high technology licensing. The two departments have worked out a memorandum of understanding about power-sharing and licensing, but the Commerce Department was believed to be dragging its feet on signing it, in the hope Congress would settle the issue to its advantage with the passage of an Export Administration Act.

Congress itself was deeply divided over whether to give more prominence to national security or trade policy and could not agree in its last session over renewal of the Act, which gives the President certain authority over strategic trade.

Congress will push for a new Act in the next 60-90 days, but meanwhile, the President has stepped in to resolve the dispute. The Washington Post reported that a directive, signed by Mr Robert McFarlane, the National Security Adviser, gives the Pentagon review powers over computer parts, scientific instruments and other equipment believed to have military uses. The list of 15 countries may ultimately change as circumstances require.

The Pentagon now has the authority to tap into the Commerce Department computer to review licence applications, including distribution licences which permit the export of an entire category of goods to several countries.

Reuter adds from Tokyo: Japan will tighten controls on the sale of new items including ceramics equipment for making and testing printed circuit boards and large floating docks to the Soviet bloc from mid-February, officials said.

## Growing U.S. trade deficit prompts import tax study

By Nancy Dunne in Washington

A PROPOSAL to impose a three-year import surcharge on all manufactured goods and oil may get serious consideration in Congress if the U.S. economy slows and the trade deficit seems likely to exceed \$150bn this year.

The Senate Finance Committee began discussion of an import tax last year, and, despite lack of open support, has asked the influential Congressional Budget Office (CBO) to analyse the impact of various surcharge options.

One plan, backed strongly by Motorola, the electronics company, and presented at a recent meeting of the National Association of Manufacturers (NAM), calls for a three-year import surcharge, to be set at 20 per cent during its first year, 15 per cent in the second and 7 per cent in the third year. Mr John Mitchell, President of Motorola, told the NAM that exceptions would be needed for some of the less developed countries.

NAM, one of the first organisations to express concern about the effects of the strong dollar on exports, has now formed a working group to evaluate the merits of a surcharge. It may also ask the Electronics Industries Association to consider the proposal. The import surcharge, says its advocates, would raise between \$80bn to \$100bn over three years for the U.S. Treasury and combat both the budget and trade deficits. They claim that the strong dollar in effect gives a 25 per cent subsidy to Japanese producers and a 30 per cent subsidy to West German goods, and a surcharge would go some way towards equalising those

advantages. In a presentation which officials called "sobering," Mr Mitchell discussed a study by Data Resources Inc., showing the U.S. budget deficit climbing to around \$400bn by 1990. If no corrective action is taken, he said, more and more U.S. companies will shift their production overseas and then export to the U.S.

The domestic machine tool industry, which has sought protection from the Administration on the grounds that it is vital to national security, is said already to be threatening to move its manufacturing offshore if the White House fails to stem imports.

In 1971 President Richard Nixon imposed a 10 per cent across-the-board import surcharge. The Council of the General Agreement on Tariffs and Trade found the tax "not compatible with GATT" and it was revoked four months after its introduction.

Article 12 of GATT, however, allows the limiting of the "quantity or value" of imports in cases of balance of payments problems, and the Trade Act of 1974 gives the President the power to impose an import surcharge "to deal with large and serious U.S. balance of payments deficits." The authority, however, is for a surcharge of no more than 15 per cent to last no more than 150 days.

The Senate Finance Committee has asked the CBO to assume that no retaliatory action would be forthcoming from U.S. trading partners. The CBO is likely to ignore that request, however, and to present additional studies considering the effects of retaliatory action.

SHIPPING REPORT  
Freight rates fall as dry cargo market weakens

By Andrew Fisher, Shipping Correspondent

AFTER ENDING 1984 virtually flat compared with the previous year, freight rates turned down last week. The Russians and Chinese took more ships for grain imports, but the dry cargo market weakened none the less.

The grain rate from the U.S. Gulf to the European continent fell sharply to \$8.40 a ton. In December, it was around \$9.25 a ton. Denholm Coates also reported that the Pacific grain rate to Japan was as low as \$8.25, before moving back to \$9.

Even some build-up in port congestion does not seem enough at the moment to bring an over-tongued market into equilibrium, according to the London shipbroking company. "Basically, there are just too many ships," it said, repeating an all too familiar lament among the shipping community.

There was some increase in ore market business at the end of the week but much of the information about fixings was kept secret, an increasing trend in shipping markets these days. Some coal business was also believed to have been transacted.

In the oil markets, rates were also more or less static. As in past weeks, shipping markets were ruffled by more tales of corporate woe. Attention was drawn to the high debts of Zim, the Israeli container and bulk carrier concern.

Coming in the wake of the failures late last year of Saleninvest in Sweden and Irish Shipping, and the need by France's Gazocean to change totally its costly charter arrangements with other owners, it re-emphasised the fact that shipping remains in a highly fragile state.

## Ericsson satellite deal

By David Brown in Stockholm

L. M. ERICSSON, the Swedish telecommunications and electronics group, and Valmet, the diversified Finnish industrial group, will share an order worth SKr 35m (\$3m) from the Swedish space corporation to provide a TV uplink station for the Nordic Tele-X satellite project. The project has booked a February 1987 launch with the Ariane rocket.

The contract is part of the

total SKr 200m earth segment of the satellite project, which also includes an SKr 165m contract for a master control centre and about 50 customer-based earth stations.

The control centre contract—for a single channel per carrier (SCPC) digital system—is being shared equally between Ericsson and its Elektrisk Bureau of Norway. Ericsson is also prime contractor for the SKr 300m satellite payload.

## No matter what's happening outside, heat pumps keep Top Shop comfortable inside.



In the fast-changing clothes business, there is one thing that never goes out of fashion—and that is comfort.

Top Shop is a leading chain of shops where they like their customers to browse and try on clothes in a comfortable and cheerful atmosphere, whatever the weather is doing outside.

This is a factor in successful retailing that the designers of the Cardiff Top Shop's heating and cooling system clearly warmed to.

The 530 sq m shop is totally enclosed and opens on to the covered mall of the St David's shopping arcade. In winter, heating is required mainly to preheat the premises early in the morning—though sometimes it is called for throughout the day.

In summer, a cooling system is needed, able to cope with a store occupancy of 180 people at any one time, and a fresh air requirement of 10 litres per second for each person.

Heat pumps fitted the bill perfectly. Ideally suited to the application because of their ability to accommodate quickly any fluctuations in temperature and humidity caused by the weather or internal heat gains, the heat pumps now provide a comfortable environment all the year round.

The heat pump works by drawing free heat energy from the outside air and raising its temperature so it can be used to heat the shop.

This process can be reversed automatically to draw heat out of the shop, and thereby cool it.

The outside coils, fan and compressor in this installation were sited on the roof, where they do not interfere with interior space or decor. The air handling units inside the shop were neatly installed behind the display area.

A welcoming atmosphere for shoppers and a comfortable working environment for staff are one benefit—energy efficiency and economic running costs are others. The beauty of heat pumps is that the benefits of cooling and heating, with reduced energy requirements, are produced by one system.

At Top Shop in Cardiff, electric heat pumps meet the store's heating, cooling and ventilation needs—as well as the management's fuel and cost objectives.

If you would like more details, call Bernard Hough on FREEPHONE 2282, or clip the coupon.

Please send me details about the remarkable electric heat pump and how it can help my business.  
Post to: Bernard Hough, The Heat Pump and Air Conditioning Bureau, 30 Millbank, London SW1P 4RD.

Name \_\_\_\_\_

Position \_\_\_\_\_

Company Address \_\_\_\_\_

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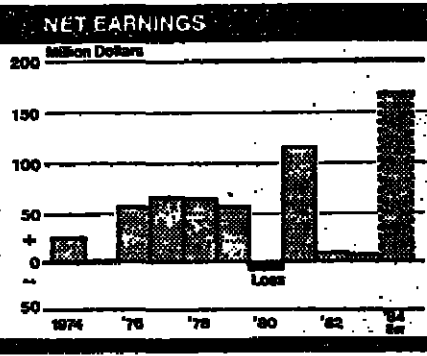
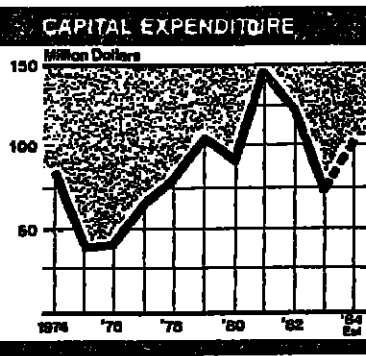
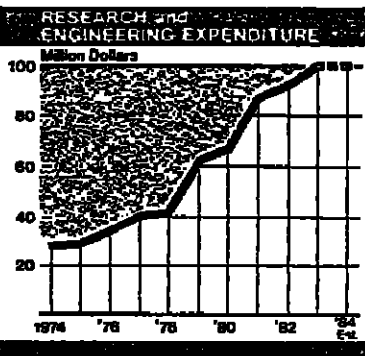
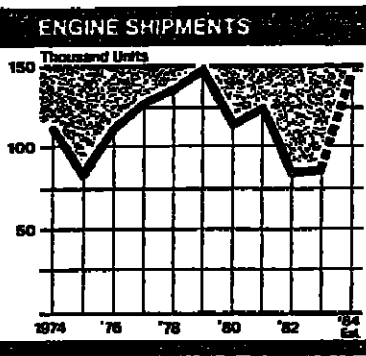
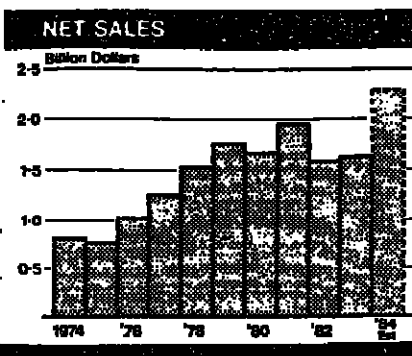
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## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ



## Management abstracts

Learning to Love the Service Economy. I. D. Canton in Harvard Business Review (U.S.), May/June 1984.

Taking the example of the automotive components company Borg-Warner's move into dealer financing, examines the opportunities for manufacturing companies to diversify into service sectors and explores routes by which they can use their own assets, resources and knowledge to gain entry.

Warehouse Design. D. P. F. McKenna in Focus on Physical Distribution Management (UK), May/June 1984.

Examines considerations in warehouse siting and design to fulfil its functions of input storage and output; stresses the importance of working height and its relationship to cost, with notes on space heating/office siting and discusses the facilities necessary for fully- or semi-automated storage and other control systems.

Human Resource Strategies in an Organisation's Downturn. L. T. Perry in Human Resource Management (U.S.), Spring 1984.

Contents: that every organisation's downturn invites two related waves of employee defection — abandoning ship when survival seems doubtful, and exits timed to coincide with remedial action, because of reduced career opportunities. Gives examples of the Continental Illinois Bank and the Intel Corporation (micro-electronics), and suggests remedial action, because of reduced organisational uncertainty and increased career chances.

International Market Research. G. van der Meer in European Research (Netherlands) July 1984.

Argues that market research for internationally sold industrial products should not be confined to the country of origin, but should take account of international markets served; discusses the characteristics of international research, examines its difficulties — language, market/social differences, and government constraints — and survey methodology.

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. Licensed copies of the original articles may be obtained at £3 each (including VAT and p+p) with order from Anbar, PO Box 23, Wembley HA9 8SL.

## Cummins' long-term view comes good

Ian Rodger assesses the outcome of the U.S. diesel engine maker's financial gamble on its core business

VIRTUE is rarely rewarded quickly, if at all, in the heavy manufacturing industries these days. But it now looks as if Cummins Engine, the leading U.S. diesel engine maker, is going to see a bigger and faster payback than expected from its brave commitment in the past few years to long-term development.

The acquisition of International Harvester's farm equipment business by its competitor, J. I. Case, last year provides an unexpected double boost to Cummins.

It improves the survival prospects of IH, whose heavy trucks are the most important single market for Cummins engines. It will help a new \$350m Case-Cummins joint engine venture, Consolidated Diesel Co., become profitable much faster than planned. This is because Case will gradually shift the sourcing of engines for IH farm equipment to CDC.

No doubt, Cummins was lucky that the Case-IH deal happened. Only a few months earlier, Tenneco, Case's parent company, was talking of abandoning the depressed farm equipment industry, a move that would have had a very negative impact on CDC.

But Cummins officials argue that they have worked hard for their luck, and they believe that if it had not come in one way, it would have come in another. And they are probably right. Starting in 1976, the company adopted a bold strategy, deciding to give up efforts to diversify and to concentrate instead on its engine business, even though the growth prospects there were very modest and the competitive conditions daunting.

Cummins's main U.S. rivals are General Motors and Caterpillar Tractor, while in Europe it is up against Daimler-Benz, Volvo and Fiat's Iveco subsidiary, all of which make their own engines rather than buy them in.

But the directors figured they could continue to achieve satisfactory growth and profits from engines, in spite of the apparent obstacles. They concluded, rightly as it turned out, that the key characteristics of the 1980s would be depressed markets for the main diesel engine buyers, the makers of vehicles and various types of industrial equipment, and, consequently, serious overcapacity in the engine sector itself. And they reasoned that the ways to succeed in that kind of environment were to have the most up-to-date engines and to produce them more economically than their competitors.

## Investing patiently

THE HAPPY outcome of the Case-Cummins venture will come as no surprise to those familiar with Cummins. The company's initial success came from investing patiently for the long term.

It was set up in 1919 in the sleepy little town of Columbus, Indiana, when the Irwin family, which dominated the town, backed a local inventor, Clessie Cummins, in his enthusiasm for diesel engines.

Cummins tried everything to promote the qualities of the diesel, once even entering the Indianapolis 500 car race in which he was placed third because he never needed to refuel. But gasoline was plentiful and inexpensive in those days and no one was interested in fuel economy. The company suffered continuous losses for 20 years.

However, virtue paid off with the outbreak of war. The U.S. military was very interested in the simplicity, durability and fuel economy of the diesel, and Cummins's fortunes soared. More important, this popularity carried over into the post-war period. The next 20 years were glorious for Cummins as the interstate highway system was built and freight movement shifted massively from the railways to the roads. Moreover, the company had very little competition.

Truck manufacturers never saw the diesel as very interesting, so we won by default," Mike Howell, vice president, says. "Our record is not very good," Schacht says. "If we do diversify, it will be into related things."

## The real excitement has been in the engine development programme.

Cummins set out in 1976 to revamp its entire product line and to expand its range downwards with the development of a new series of 10-litre engines with power from 220 to 330 horsepower.

The idea was to incorporate improvements in diesel technology, such as turbocharging, in engine design so that greater fuel efficiency and economy would be achieved. For example, the 10-litre matches the power of some versions of the company's old workhorse 14-litre engine, but it weighs a third less and consumes much less fuel.

The 14-litre itself, which dated from the 1940s, was to be replaced, but the company decided last year after completing the development of a new version, that it could achieve nearly the same results

## by modifications to the existing engines, and so shelved the new one.

The 10-litre project was aimed largely at protecting the bottom end of the 14 litre's heavy truck market while giving the company an entry into the bus and coach area.

Cummins also hoped it would sell well in European markets. Cummins had expanded into Europe in the 1950s expecting to benefit from the same trends in freight transport—a shift from rail to road and the growing popularity of huge juggernauts—that it was enjoying in the U.S.

These trends were indeed present in Europe, but European truck users never felt a need for Cummins' huge 14-litre engine, and the company has never made much headway there. It hoped the 10-litre would change that and, since its introduction in 1982, the

## company has made impressive progress.

However, the UK is a fairly easy market to penetrate. Independent truck builders, such as ERF, are always ready and willing to try out new engines. Most continental builders tend to make their own and so it is more difficult for Cummins to break in.

Meanwhile, in 1978, the company was approached by Case with a view to developing a series of 50-250 hp engines for Case's farm and construction equipment.

Cummins had long wanted to start making engines of this size, but was stopped by the difficulty of penetrating the already overcrowded markets for them. Deutz of West Germany and Perkins of Britain, part of the Massey-Ferguson farm equipment group, have major shares and worldwide service networks, but dozens of other companies that make engines mainly for their own use also sell some in the open market. Ominously, a few Japanese producers, such as Isuzu and Nissan are gaining ground.

Cummins knew it would take a long time for it to build up a useful share in this sector. Effectively, that meant it could not afford to enter without a significant volume customer lined up in advance. Company officials tried for years to convince various manufacturers that they would be better off abandoning their own engine production and buying from a specialist. Suddenly, to their surprise, Case agreed, and even though it was heavily committed to its existing development programmes, Cummins knew it could not turn down the opportunity.

The two soon decided on the

## CDC joint venture and a range of engines that would suit both Case's needs and Cummins's ambitions.

The main objective was to be able to produce the engines as inexpensively as possible. This was done partly by reducing the number of parts in the engines and partly by automating production. More audaciously, the two went for economies of scale.

The first of the engines went into production late in 1983, but so far they have not attracted any large customers other than Case. In fairness, Cummins officials did not expect a rapid build-up in demand. They knew that producers of compressors, excavators, fork lift trucks and other equipment would look long and hard before switching from proven suppliers. They also hoped to convince delivery van operators in the U.S. to switch from petrol engines, but that, too, would take a long time to bring about.

And therein lies the importance of the Case-IH deal. IH sells about 40,000 tractors and combine harvesters a year. Now almost all of its engines come from other IH plants. But Case has not bought any of the IH engine plants, and while it has not said so publicly, there is no doubt that it is going to put CDC engines into the IH farm equipment as quickly as it can.

CDC is set up as a cost sharing partnership, so the main benefit to Cummins of the increased volume will be a more rapid reduction in unit costs than expected. Joe Philippi, an analyst with New York stockbrokers E. F. Hutton, estimates that if CDC were a profit centre, the impact of the IH volume would be to bring forward its break-even point by about a year to the second half of 1986.

That's the sort of good fortune that would make a company think it could pause and reap some rewards, but Cummins is already embarked on a fresh challenge—beating the Japanese.

The Japanese are setting new standards for this industry and, darn it all, we are going to match them," says Schacht.

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## UK NEWS

### Ford's UK tractor unit to boost investment

By Andrew Gowers

FORD Motor Company's British tractor division hopes to step up investment aimed at boosting revenue and cutting manufacturing costs this year, to improve agricultural equipment sales profitability.

Mr Geoff Tiplady, executive director of Ford's tractor operations, said the move, which would involve changes in Ford's worldwide system for sourcing tractor components and could mean the creation of new jobs in Britain, was the subject of "delicate negotiations" within the group. He hoped to be able to make an announcement within the next three months.

Ford has invested more than £80m in new manufacturing facilities including the introduction of robots at its UK tractor base in Basildon, Essex, since 1979. Mr Tiplady said the company was investing at a rate of about £10m a year.

According to figures from the Agricultural Engineers Association, UK tractor registrations last year totalled 25,313 units, 10.6 per cent below their level in 1983.

Mr Tiplady said Ford's UK market share, while still the largest, dropped nearly three percentage points to 23.2 per cent. He attributed the fall in the first half to the company's efforts to reduce price discounting during that period. He declined to predict tractor sales this year, but said they would undoubtedly fall off sharply in April as farmers react to a change in tax allowances for capital investment.

Production at Basildon was 28.5 per cent up last year, Mr Tiplady said, reflecting the buoyancy of UK exports to countries such as the U.S., Pakistan and Turkey. Exports of tractors and component parts totalled almost 53,000 units, 37.7 per cent above 1983.

Faced with the likely stagnation of world tractor sales this year, Ford's strategy is to secure sales by seeking overseas joint ventures, to try to sell more engines and components and to look for efficiencies in manufacturing.

The main uncertainty in the world tractor market concerns Tenneco's plans to merge the operations of its subsidiary J.I. Case and International Harvester's farm machinery interests, which it agreed to take over in late November.

### Oil groups plan biggest onshore oil search

By DOMINIC LAWSON

OIL COMPANIES are planning the busiest year so far in their search for oil in Britain. More than 100 wells are likely to be drilled on shore, according to Petroleum Information, the research organisation.

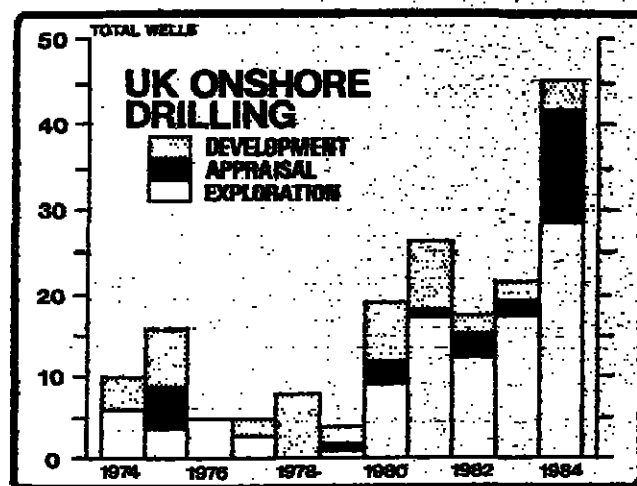
Last year the industry drilled a record 45 wells against a planned total of 87 wells. Petroleum Information said the drilling programme was reduced because of "planning hurdles erected by environmental lobby groups."

The surge in drilling predicted this year is likely to cause further friction between the oil industry and environmental groups. British Petroleum (BP) is once again set to be the most active onshore driller with up to 52 wells planned this year. Of those, 35 will be exploration wells and 17 development wells.

BP said recently that it planned to drill about 60 onshore wells in the UK every year for the next five years. Most of those will be in the East Midlands.

After BP, the most active company this year is expected to be Carless Capel & Leonard, the UK exploration company, which plans 20 wells, 10 of which will be part of the Humby Grove development in Hampshire.

Conoco, the U.S. company that has had a run of exploration suc-



cesses in central southern England, plans to drill seven wells in that area this year, according to Petroleum Information.

Drilling in Scotland is planned by Anvil Petroleum and Premier Consolidated Oilfields, and Anvil may also explore for oil and gas in Ulster.

Last year's drilling in the UK produced four oil finds and one gas discovery from a total of 24 exploration wells, a success rate of more than one in six. That compares well with oil exploration success rates any-

where in the world. However, it was a decline from 1983's success rate of eight discoveries from only 17 exploration wells.

The Government is soon to announce the first formal onshore licensing round. Previously, onshore oil and gas licences have been awarded on an ad hoc basis. The Government is expected to open up the entire land mass of the UK for offers to explore from the oil industry. However, most of the areas containing best prospects for discoveries are already under licence.

### Providence deal expected soon

By CHARLES BATCHELOR

PROVIDENCE Capital Group, the British life assurance arm of the U.S.-based Providence Capital, is expected to change hands for between £40m and £50m within the next few weeks.

Between 10 and 15 banks, insurance companies and other financial services groups from Britain, the U.S., France and the Far East are at present studying a sale prospectus drawn up by S. G. Warburg, the merchant bank.

The Providence sale, first announced by Warburgs in early December, is the latest in a series of upheavals in the UK life assurance sector. Hambro Life Assurance, Britain's largest unit-linked life company, agreed last month to accept a £84m takeover bid from BAT Industries, the tobacco-based conglomerate.

There has also been speculation that ITI, the troubled U.S. group, might put Abbey Life Assurance, the UK company created by Mr Mark Weinberg, up for sale.

"Providence is a more manageable size," Warburgs said yesterday. "The UK life sector is still one in which a number of people are interested despite the ending of tax reliefs for life assurance premiums."

Warburgs has based its projection of the likely sale price of Providence on a value twice the company's net value according to generally accepted U.S. accounting principles - the usual formula in such cases, it said.

It has also taken as a basis for its calculations the sale last year of Cannon Assurance by the Cascade group of Canada to Lincoln National of the U.S. for just over £40m.

Cannon is similar in size to Providence.

Warburgs will shortly send details of an actuarial valuation of Providence Capital Group being carried out by Tillinghurst, Nelson and Warren, consulting actuaries, to its short-list of potential buyers. This will include a series of values based on a range of interest rate levels.

Providence has a UK sales force of 570 working from 33 branch offices which could be used to promote other insurance products. It made an after-tax profit of £1.8m on premium income of £34.2m in the year to December 31 1983.

Providence Capital Group was set up in 1968 as the life assurance arm of the Slater Walker conglomerate. Since then it has had a series of owners.

## This unchanging place will not leave you unchanged.

Ronda is haunted. A small city, an hour's drive from the Costa del Sol, it sits atop a soaring rock above a gentle, fertile valley. Its principal business is the making of legends.

It was in Ronda that the true tragedy of Carmen took place, long before Bizet heard of it, and made it into

an opera set in Seville.

It was here, at the cliff where the park ends, that an incident took place that inspired Hemingway to write "For Whom the Bell Tolls".

And it was here that the classic art of bullfighting on foot with cape and sword was invented by Francisco

Romero more than two centuries ago.

The mystery of that art is enshrined in the bull ring of Ronda, one of the oldest in Spain. Ronda is haunted, and you will feel the brush of the spirits' wings at the Moorish Baths and on the ancient bridge that spans a dizzying gorge.

Inside the bridge, in an arched stone tower that once was a prison, you can sit in cool peace and enjoy the famous ham of the town, washed down with a light red wine, but you will still sense the ghosts of the legend makers.

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## TECHNOLOGY

IN FLIGHT TELEPHONES FALL FOUL OF U.S. COMMUNICATIONS AUTHORITY

## Airborne phone calls face cut off

BY GEOFFREY CHARLISH

TELEPHONING from airlines, which took a step backwards before Christmas, when Illinois company Airfone fell foul of the Federal Communications Commission (FCC), may not fare too much better in Europe.

The FCC view is that the Airfone service, carried experimentally by air airlines in 22 U.S. aircraft during the Autumn of 1984, is something of a luxury, likely to be used by very few passengers.

The immediate problem on both sides of the Atlantic is frequency allocation. All the users of radio frequencies from broadcasters to police forces, so that the FCC in the U.S. and the equivalent regulatory bodies in Europe are wary of making allocations that might seem unnecessary.

Airfone is using frequencies in the 900 MHz region and although the company's licence has been extended for a year,

The immediate problem on both sides of the Atlantic is frequency allocation.

the FCC's present position is that some or all of the frequencies will eventually go to TV and ground mobile radio.

But company secretary Sandra Goeken (whose father John Goeken heads Airfone) says the company will continue to gather data from the planes already equipped. "Telephoning from planes is not a luxury," she says, adding that the company will continue to press the FCC to change its mind.



According to Airfone, the service has been highly successful and there has been some adverse business community reaction to the FCC announcement. The company claims for example, that of every 100 passengers carried, over 20 make calls. At Northwest Orient, which has seven aircraft equipped, 600 calls a day are being made, it is claimed. Airfone says that on average there are 1m passengers aloft over the U.S.

The U.S. airlines apparently see in-flight phones as a good way of selling seats and in the UK, British Airways says it has the idea under active investigation.

In Britain, an International Aeradio (IAR) spokesman revealed last week that Airfone held discussions with the UK company about 18 months ago. At the time Airfone was par-

ticularly interested in setting up in Canada. There would have been a joint venture, but the project was abandoned, due to regulatory problems. In Europe, it was felt there would be little chance of the national regulatory bodies agreeing on frequency allocations.

As with many new communications services, initial doubts about utilisation will probably evaporate eventually. Most new systems—telephones, radio broadcasting, television—were initially seen as novelties, only to become necessities within a decade or two.

It was thought that the capacity of the first submarine cable (only 36 channels, in 1950) would take several decades to be filled. Now such cables criss-cross the world's oceans carrying many thousands of conversations.

If the service proves useful and the price is right, it will

be bought. Airfone charges \$7.5/min for the first three minutes, \$1.75/min thereafter and the pricing is claimed to be realistic, not introductory.

What is the European situation? An important difference is that the distances involved are shorter. No-one is airborne for more than two hours or so, whereas six or seven hours is commonplace in the U.S.

In Europe therefore, a businessman might opt to wait till he gets to the destination airport and use an ordinary telephone there. On the other hand, in-flight business discussions are common enough and people are known to have ideas in-flight—or will simply remember things they should have done before take-off.

But the opposite view is that a business passenger looks forward to escaping from the telephone for a couple of hours for paperwork or reading. He might be annoyed by someone next to

him chattering on the phone.

The U.S. system uses 36 ground stations, but the aircraft is not handed off from one area to another as in the ground mobile cellular systems now coming into service in the U.S. and UK. It is simply radio-linked to the terrestrial phone network via the nearest ground station. Calls can only be initiated from the aircraft, not from the ground.

In Europe such a system would involve a number of international bodies. The International Air Transport Association (IATA) for example, has not yet formally considered the matter, but a spokesman said the association will monitor U.S. developments—particularly any move to extend coverage into the Atlantic or Pacific (which calls either for a satellite or station-keeping ships strung across the ocean).

INMARSAT, the international marine satellite body, has revealed that it will be changing

The U.S. system uses 36 ground stations which link into the terrestrial phone network.

its constitution in 1985 to include aeronautical communications. Although operational radio is the first priority, passenger communications is not ruled out.

INMARSAT has been talking to the airlines and is conducting, for example, a study into the equipment and aerials needed on aircraft. It also plans to put up further satellites in 1988 which will embrace aeronautical as well as marine frequencies. Contracts will be placed in the second quarter of 1985, worth "several hundred million dollars."

## OFFSHORE

## How dental fillings protect oil platforms

COMPANIES IN the offshore oil and gas industry could benefit from work on dental materials at a laboratory run by the Department of Trade and Industry.

The Laboratory of the Government Chemist in London has developed a coating material for offshore structures based on zinc polycarboxylate—the same substance used in many dental fillings. The laboratory has built up a reputation in the world of dentistry and some of its products in this area are sold under licence by companies around the world.

Government scientists realised that the properties of the dental substance could be attractive to engineers who want to protect from corrosion structures such as oil rigs.

The zinc polycarboxylate can be turned into a water-based coating that technical workers can spray onto the steel framework of the offshore hardware. The coating protects the structure by galvanisation.

Scientists have tested the coating, called Zincathon, on rigs owned by the Ministry of Defence in Portsmouth Harbour.

In further work, staff in the materials group of the Laboratory of the Government Chemist have produced another material, an ionic polymer mixed with water, that could be used in the coating industry.

Canning companies require materials of this sort to act as a coating inside receptacles used for food and other perishable substances. Conventional coatings are often based on organic solvents. In applying these coatings, workers may suffer a risk from poisonous fumes.

The developments at the government laboratory come after two years of work on water-based coatings. The laboratory says it is discussing licensing deals under which private ventures could take a stake in further development of the materials.

## COMPUTING

## Cobol for personal micros

A FAST, inexpensive Cobol for the IBM PC is one of the first products of collaboration between Digital Research of the U.S., the company which pioneered operating systems for the first personal computers, and Microfocus, the leading UK microcomputer software house.

The product DR Level II Cobol is a compiler (a computer program which converts Cobol instructions into machine language) certified by the U.S. Federal Software Testing Centre to meet the full ANSI specifications for high level compilers. It costs £595, but Digital Research claims that it gives the

performance of compilers costing £2,000 and more.

Software developers will pay a licence fee for applications developed with the compiler, which should reduce their distribution costs.

Tested using the NCR benchmark, the new Digital Research Cobol was timed at 13.4 seconds compared with Micro-soft V1.07 which took 116 seconds.

The new product is important because the vast majority of business software is still written in Cobol. More from Digital Research on 0635 35304.

## Training

## Pilot testing

THE Ministry of Defence is installing a computer-based system for pilot selection at its Biggin Hill pilot aptitude testing centre.

Based on 25 torch micro-computers, each potential pilot is given a floppy disk which takes the operator through the various tests. As well as communicating via the keyboard, the workstation can be controlled by a joystick and foot pedal.

The Biggin Hill facility is used for screening many candidates in the armed services both at home and overseas including the Royal Navy as well as university cadetships and flying scholarships.

## Report

## Electronic mail

FROST AND SULLIVAN, the U.S.-based high technology market research organisation is to hold a seminar on electronic mail at the Connaught Rooms, in London on April 25 and 26.

The principal speaker will be Mr Donald Van Doren who is president of Vanguard Communications, a New Jersey company specialising in emerging communications technologies like local networking and long distance communications.

The seminar fee will be £435 and more information can be obtained from Cindy Barnes on 01-486 0334.

## METALS RECOVERY

## The making of plasma

BY ELAINE WILLIAMS

THIS YEAR could well be the make or break time for gas plasma technology in the metal recovery business. SKF in Sweden hopes to have its first plant in full operation in 1985 and Tetronics, a small British company hopes to see years of research finally pay off.

Plasma is a process which researchers are applying mainly to the metals and metals recovery business. But these industries have been suffering from stagnant or falling prices and reduced demand which has hindered the wider adoption of plasma technology.

Companies have flirted with plasma processes since the 1930s. Thus, a West German chemical company was by 1940 producing 80,000 tonnes of acetylene by using plasma jets. There are three companies most actively involved with plasma technology today. These are Tetronics, a small UK project research company, Westinghouse in the U.S. and SKF, the Swedish steel and bearing maker.

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SKF, as part of a consortium, last year completed the construction of a new plant at Landskrona in southern Sweden for the recovery of metals from baghouse dust produced during steel making. Though inaugurated last September, the plant, known as a few company called Scandust, has yet to be operated on a continuous basis. Scandust should eventually process 50,000 tonnes of waste a year.

Tetronics, by contrast, has a 10,000 tonne/year capacity plant working in the U.S. It was built for Tetraquill near Atlanta, Georgia, to recover platinum from spent car catalysts. The U.S. has a ready supply of such catalysts because of laws which control the emission of toxic car exhaust gases. This plant has been operating commercially since August 1983.

The British company has also carried out studies on the use of plasma technology for many companies in Japan and the UK with British Steel amongst its clients. It is now hoping to extend the applications of plasma technology in welding large sections of titanium, improving part of a steel making process and traditional glass making. Tetronics was supported in its early days by Foster Wheeler.

Tetronics builds smaller plants than SKF and sees applications in the 1MW to 10MW range. This covers, for example, the refining of metals, cutting and welding, small scale coal gasification applications, smelting and melting metal production and glass and cement production.

SKF and Westinghouse use the same techniques to produce a gas plasma because the Swedish company originally licensed its technology from Westinghouse. The U.S. company developed its process to simulate conditions that a space

craft would experience on re-entry into the earth's atmosphere.

In this system a gas is ionised as it passes through the space between two concentric copper electrodes. Ionisation strips the gas of electrons giving the gas an electric charge. Also most of the energy applied to the electrodes is passed to the gas stream in the form of heat.

The gas stream can reach temperatures of between 3,000 and 10,000 deg C and is powerful enough to punch a hole in mild steel within seconds. In the Scandust plant, the gas stream acts upon the dust in the furnace to reduce it to pure metals, in this case mainly zinc. The excess heat produced by the process is to be fed into Landskrona's district heating system.

Tetronics has taken a different approach. It uses one electrode through which the gas passes while the second electrode is at the base of the furnace. This means the gas is ionised within the reaction zone of the furnace. It uses a fraction of the gas needed in the SKF system, operates at lower temperatures and does not generate so much waste heat. Mr Roger Gurr, the company's project manager said that this allowed smaller furnaces and electrodes with greater efficiencies to be produced.

Both approaches to plasma technology lead to smaller furnaces and can recycle metals from waste untreatable by more conventional systems. The question of overall economics, however, still remains.

In Sweden, the Scandust plant will play a social role by providing new jobs in an area of high unemployment and supplies the district heating system but few countries are able to justify recovery plants on such grounds.

## PERSONAL COMPUTING

## Engineering portable

A TRANSPORTABLE computer with disk drive, printer and operating system built in was launched last week by Hewlett Packard, the U.S.-based electronics group.

What makes the machine stand out from other "luggable" computers on the market (it weighs 25 pounds) is the fact that the operating system, embedded within the machine on a silicon chip, is Unix, friendliest of all microcomputer operating software.

The machine is aimed at scientists and engineers, among whom there is already a strong following for Unix. Unix was written over a decade ago in Bell Laboratories as a language for microcomputers which made it simple for programmers (experienced programmers, that is, not beginners) to develop new software. It is a language rich in utilities to help the programmer in his or her work.

As such, it attained a strong cult following in the universities and colleges among advanced

programmers. But it needed powerful resources—high speed computing power and lots of memory.

With the development of 16 and 32 bit microprocessors such as the MC 68000 on which the new HP machine is based, that power and memory capacity became available in personal computers.

Although HP has been wooing the business world with a series of quality desk top and portable machines, its strength still lies in the scientific and engineering areas where its reputation for quality is unequalled.

The new machine uses an HP version of Unix called HP UX and it provides sophisticated facilities, such as graphics and windowing—where more than one program can be seen running on the screen at once. It features a built in "Thinkjet" printer and a 3.5 inch double sided disk drive with 710 kilobytes of memory on each side. It has a nine inch electroluminescent screen and will sell in the UK at £5,450.

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## FINANCIAL TIMES

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Monday January 14 1985

## Challenging Mr Scargill

IT IS now quite possible that the British coal strike will last a year, perhaps longer. The country has learned to live with it. There have been no power cuts, even during the present miserable weather, and there are none in prospect. Whatever the final outcome, it is pretty clear that Mr Arthur Scargill, the president of the National Union of Mineworkers, will not win—in the sense of forcing a humiliating climbdown by the Government and the National Coal Board. Indeed, it is conceivable that the effective end will come when sufficient miners go back to work to produce enough coal for the country's requirements. Mr Scargill and some others may still stay out, but they will have lost.

That is not the worst possible result, but neither is it entirely satisfactory. The Government and the country may have survived the strike, but they will still have to live with its consequences. In many ways these have been immensely damaging. They have been damaging to the NUM and its members: witness the prospect that the Nottinghamshire contingent might be expelled from the Labour union. True, there have been precedents for that and there is something to be said for negotiations being conducted at a regional rather than national level. But it will mean a symmetrical split and, in any case, Mr Scargill is putting the national union in a position of not being able credibly to call a strike again in the foreseeable future. He is destroying rather than consolidating his power base.

## TUC damaged

The strike has been damaging to the trades union movement as a whole, and particularly to the Trades Union Congress. The TUC has tried at times to support the strike, and at others to mediate. It has come out looking divided and impotent. That does not inspire much confidence in its capacity for benign influence in future industrial relations. The strike has also been damaging to the constitutional left across the board. Mr Neil Kinnock has been denied the joyride that he might have had as the new leader of the Labour Party. Quite often he has not known which way to turn, avoiding the picket lines for months, then suddenly appearing on

them just after Christmas. It is still not known precisely where he stands except in a state of considerable embarrassment. Moreover, the inquest is still to come. There will be many on the hard left who will blame the leadership of the Parliamentary Labour Party if Mr Scargill is seen to be defeated.

Not least, the strike has been damaging to the British economy. Certainly the cost has been bearable and probably it was one that had to be paid in the circumstances. Yet the year 1984 would have been calmer economically if the strike had not taken place. Residual problems will remain even when it is over: like what the policy for coal is going to be and what are to be the effects on British Rail which may have lost some of its coal transport for good. The effects of the strike must be reverberating throughout the economy in lots of ways that have yet to be reported.

From all this damage two conclusions can be drawn. The first is that there is nothing more that the Government or the coal board can offer than what is already on the table. The NUM cannot be allowed the right of veto over the closure of pits which are judged to be insufficiently economic and therefore forced up the average cost of coal. The Government and the NCB were to explain their case yet again from the beginning, with all their offers to cushion the miners from hardship.

The second conclusion is that it is up to the left to help itself. It is the left which is being most hurt by the dispute and which is showing no recovery on the contrary, it is beginning to fragment faster than ever. Sometime soon the TUC, the Labour Party, the individual unions, the rest of the members of the executive committee of the NUM—preferably a mixture of the whole lot—are going to have to stand up to Mr Scargill and tell him he is wrong. For not only has he not saved a single pit or miner's job, he is destroying countless other jobs besides. What began as an industrial dispute is turning into a calamity for the left. The country can survive that if it has to, but is the left really so feeble that it can allow itself to be trampled on by Mr Scargill?

## The amnesty offer in Nicaragua

SR DANIEL ORTEGA has marked his inauguration as Nicaragua's new president with an amnesty offer to the regime's enemies which appears both far reaching and conciliatory. On condition that the U.S. backed guerrilla forces lay down their arms, anyone can benefit from the amnesty and under Red Cross auspices be reintegrated into society.

The marxist-orientated Sandinista government has made amnesty offers before and some members of the rebel groups have taken advantage. But until now the amnesty has excluded all the leaders and has had no impact on the level of rebel military activity or on the willingness of the main groups to talk peace.

The regime's opponents, whether in Washington or among the "contra" rebels, can easily read into this offer a sign of weakness. They will argue that the escalating conflict is having a damaging effect on the Sandinista morale, severely disrupting the economy and as a result making the Government more flexible.

## Propaganda

The temptation therefore is to ignore the proposal, dismissing it as a propaganda ploy to undercut the Reagan Administration's fresh attempts to secure new funds from Congress to pursue what has become the CIA's most publicly known "covert" operation.

Although the Sandinistas would like to end the fighting, there are limits to the concessions they can realistically make. Since the contras refused to take part in last November's elections, the amnesty offer is about as far as the regime can go under the circumstances. The offer deserves serious consideration. No Left-wing government in Latin America has offered such amnesty to its armed Right-wing opponents.

It comes at a potentially crucial juncture. Although the contras have had their formal U.S. financial aid cut, indirect assistance has still been reaching them. Nevertheless, to survive they need new congressional money. They also need the continued goodwill of Honduras where the bulk have their rear bases. Honduras has be-

come increasingly concerned by the political and military implications of their presence and has begun to curb their activity.

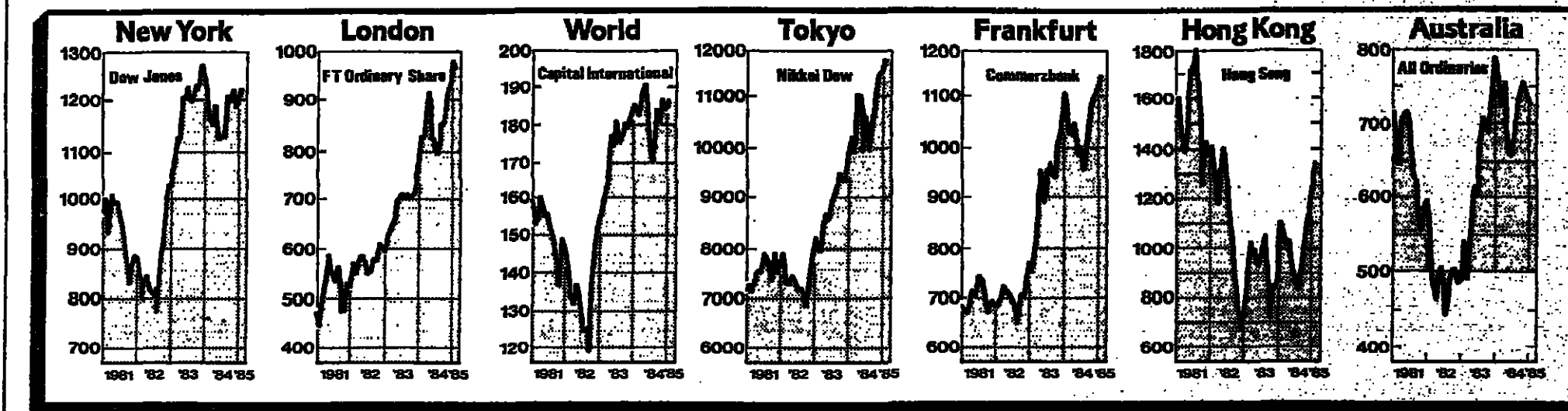
The contras themselves cannot sustain the current level of casualties for much more than a year without major new recruitment. This will be difficult since the backbone remains former Somoza supporters who fled the country in 1978.

## Errors

The Sandinistas have sought to divide their opponents by opening discussions with the main Miskito Indian opposition group fighting on the Caribbean coast. This in itself is a significant development because, in so doing, the government has admitted early errors in trying to convert these remote largely English-speaking Caribbean communities to marxism, ignoring their individual culture.

Parallel with this the government began last year talks with the Contras on national reconciliation. The next step surely must be up to the incoming Reagan administration. In the previous four years, President Reagan allowed the hardliners among his entourage to dictate policy on Central America. The last flourish of this group was in November when they initiated a scare campaign over delivery of Soviet MIG aircraft to Nicaragua which turned out to be wrong. Since then Mr George Shultz seems to have consolidated his hold at the State Department and there is the prospect of greater pragmatism.

The mechanisms are in place for Nicaragua and the U.S. to improve their relations via the secret talks that have been held from time to time in Mexico. These talks have always foundered because the U.S. seems to have been unable to make up its mind whether it is prepared to live with a leftist regime in Nicaragua. This regime is now weak enough to be malleable; but not to surrender its independence. If the pragmatists in Washington are in the ascendancy, the "message" is not such a hard one to interpret and it would help restore stability to Central America.



## Equities scale new peaks

By Martin Dickson and Gordon Crumb

STOCK MARKETS around the world have begun the New Year in appropriately cheerful mood, with indices reaching record peaks in London, across Continental Europe and in Tokyo.

In London, it looked at one time last week as if the FT Ordinary index was in a race with sterling to the record books: it was heading as fast towards 1000 as the pound was dropping towards parity with the dollar.

Tokyo managed to push its record-breaking December run even higher, while across Europe new peaks were reached in Frankfurt, Paris, Amsterdam, Zurich, Milan, Oslo and Madrid. New York, although some 60 points short of the peak in the Dow Jones Industrial average, reached in November 1983, was also on an upward trend

strength of the dollar, corporate profitability, depressed commodity prices and that indefinable factor, investor sentiment. Perhaps above all, eyes remain firmly focussed on an uncertain immediate future for the U.S. economy, given that either recession or steady growth in America has major repercussions on the rest of the world.

Sentiment on Wall Street is particularly mixed, with analysts split between those who foresee a sluggish market in 1985 and those who believe it is on the point of a strong bull rally. "The mood of the professionals is one of confusion," said Mr Robert Stovall, a vice-president at brokerage house Dean Witter Reynolds, which has been a major player in the recent rally. Uncertainty about the future direction of the U.S. economy contrasts sharply with the relatively buoyant economic picture in Europe and Japan, which has helped underpin the rally in these centres.

## Good prospects for profits growth in Europe and Japan

through much of last week. By Friday a duller tone did settle over most markets—but the mood generally remains buoyant.

So what lies behind this optimism and how strongly based is it? To some extent, the upturn may be seasonal. The turn of the year has traditionally been accompanied by strong buying in most world markets as institutions receive their annual coupon payments on government bonds and other investments.

In Japan, an additional factor is the injection into the equity market, via investment trusts of workers' sizable end-of-year bonuses.

However, more fundamental forces than this are at work: the outlook for the world economy and interest rates, the

Higher growth coupled with lower rates of inflation should in turn feed through to the profits of companies where productivity has already been boosted by recession-induced slimming programmes.

Many European and Japanese companies are also benefiting greatly from the relative strength of the dollar against their national currencies, which is boosting export receipts and the repatriated profits of businesses with U.S. subsidiaries.

Across Europe, investor interest has turned to companies with good U.S. export prospects, for example, shares in Porsche, the West German luxury car manufacturer, although now past their best, have drawn vigorous demand. The corollary of a strong

dollar has been high interest rates, which have hit European corporate profitability. However, nudged by the U.S. Federal Reserve's pre-Christmas cut in the discount rate, interest rates in a number of centres now seem on a downward trend—despite the UK's one point rise in base rate on Friday.

In the markets' view however, all these factors should add up to a healthy rise in European and Japanese corporate profitability in 1985, on top of an excellent result in 1984. For example, in Britain where Government tax cuts worth £3bn could be in prospect, brokers are forecasting a pre-tax profit increase of around 15 per cent this year, on top of the 18 to 20 per cent in 1984. Gold accounts for almost half of the estimated 1984. Dividend growth is likely to be

## Overshadowing all forecasts, the U.S. economy is moving in a very different cyclical pattern to Europe and the Far East

more modest—possibly around 10 per cent—but still a good five percentage points above the rate of inflation.

Institutional investors in Europe and Japan are already flush with cash, thanks to good 1984 dividend payments (and a record wave of highly profitable takeover bids in the case of Britain, where institutions are currently estimated to hold some £90bn of cash and liquid assets). All this money is seeking a home, and much of it is going into equities—as appears to be substantial flows of U.S. institutional money, attracted by the relative cheapness of many European markets.

Also buoying the Japanese and most European markets is the depressed level of world commodity values; a persistent downward pressure on oil

prices is helping to keep down the cost of manufacturing and shipping goods, while a generally pessimistic outlook for gold helps to deflect investment demand into equities.

Where there are beneficiaries from low commodity prices there are also losers though, notably the resource-based markets of Australia, Canada and South Africa, where indices overall stand well below their 1984 high points.

Again, the effects work in differing ways for each market. Johannesburg gold shares are at historic highs in rand terms because the local currency's precipitate fall against the dollar—has halved in value since early 1982.

Gold accounts for almost half of South Africa's total exports by value. While the other two

the tax structure due in mid-year is making for uncertainty. As for South Africa, companies face daunting provisions to finance dollar borrowings made in past years.

Britain, although, now one of the world's leading oil producers, finds itself in a more comfortable position against a background of lower energy prices: for falls in the dollar denominated earnings from the North Sea have been offset by the sinking sterling-dollar exchange rate—boosting the Government's sterling income and aiding exporters.

The general buoyancy of world stock markets helped Hong Kong rise by the end of last week to its highest level since June 1982. But the main reason for the bull run of the past two weeks is the re-emergence of confidence following the agreement between Britain and China on the colony's future. Political uncertainty, in a market dominated by volatile property stocks, had kept local share prices depressed—despite the strong performance of the economy.

Hong Kong, however, is very much a case on its own. The question facing most European markets and Japan is how much further bourses can rise.

Analysts in London and Frankfurt point out that 1985's profits and dividends picture is already fully written in its current share prices. "I don't think the London market is expensive," says Mr Michael Prag, senior partner of Simon and Coates, "but I think it is hard to justify any significant rise this year."

In Japan, some brokers consider that the current rally is likely to run out of steam soon—but the outlook thereafter is uncertain. Beyond April predictions vary, with most brokers expecting a rising pattern similar to last year.

However, overshadowing all such forecasts is the U.S. economy, which is moving in a very different cyclical pattern to Europe and the Far East.

Concern in the first half of last year that the economy was overheating has given way to fears of a marked slowdown and doubts whether the Fed's move to ease credit before Christmas can revive the growth rate without sparking inflation. Last week's rally was due in no small part to a statement by Mr Paul Volcker, the Fed chairman, that the economy might be building a trend towards more stability of prices.

Nevertheless, there remains considerable nervousness about the budget deficit, the tax reforms being considered by President Reagan and the threat the strong dollar poses to the earnings of companies manufacturing internationally traded goods.

The immediate tone of the market is likely to be set by

## Confidence in Hong Kong's future reflected in bull run

fourth-quarter 1984 results, which will be unveiled over the next month. Last week's initial results, from Chemical Bank and Bank of New York—helped spur the Dow, while the confident mood of Detroit was reflected in motor shares.

While some nasty shocks could still be to come, the preponderant tone on Wall Street seems bullish, with analysts expecting a healthy growth in corporate profits over the year—albeit lower than last year's 20 per cent.

Says one leading New York analyst: "With interest rates declining, a continued stimulative fiscal policy and no real speculative excesses in the system, this looks in many ways like the beginning of a recovery rather than the late stages of one."

## Bankers agree to keep secrets

London bankers involved in raising loans for a nuclear reactor in China have been required to sign the Official Secrets Act. According to one source, the order has been made "at the highest level of the Cabinet."

Some of the City gents are a little offended by the implied slur on their discretion. But they have not had any choice in the matter. One of them calls the whole proceeding "ludicrous."

At least half a dozen bankers have signed the pledge so far. Others have had to give undertakings that they will not blab about the now-tumultuous contract with the Chinese.

The British Government has felt it necessary to impose its own Great Wall of Silence because it is in effect leading the financing syndicate and is acutely aware that the Chinese are sensitive about pre-publicity.

Premature disclosures about the negotiations for the £3.5bn project at Daya Bay opposite Hong Kong might, it is argued, prejudice the outcome for GEC, the British contractor chosen to supply two 900 megawatt turbine generators. It is not unknown for bankers involved in defence sales to be asked to sign the Official Secrets Act. But a Bank of England man tells me he cannot recall previous cases for commercial transactions.

Staff of the Export Credits Guaranty Department, the agency that will be guaranteeing the power project, are expected to sign the act because they are within the civil service. Asked to explain why the act has been trundled out in this case a Department of Trade man took refuge in the need for secrecy. "I can't discuss it. Our relationship with the banks is a confidential one. I can't confirm or deny that people have been asked to sign."

## Men and Matters

It is sometimes hazardous to use extracts from newspaper articles in advertisements but the Confederation of British Industry hardly expected to be stirring up trouble when it used a quotation from the FT to promote its steadily respectable Industrial Trends Survey.

The advertisement, intended for display in the Department of Trade and Industry's magazine British Business, quoted from a recent FT story which drew attention to discrepancies between official statistics for industrial production and the CBI survey results.

Our story had commented that Treasury economists "were inclined to give more weight" to the CBI results than to more pessimistic figures from the Central Statistical Office.

Perhaps the FT had touched a raw nerve. "Sensitive DTI officials vetoed that part of the advertisement and it was replaced by a more anodyne phrase."

Now I see what they mean by "No FT—no comment."

## High marks

The whiff of a generous cash handout from the Treasury's coffers to build the European Community Trade Mark Office in London is having an enlivening effect upon all the interested parties.

Among London's trade mark agents and associated legal eagles the idea of a prestige building on the St George's Hospital site at Hyde Park Corner, which I mentioned recently, is proving very attractive.

## Diverging trends

But the real surprise surrounding Watt's move is that his new business is to be partly financed by Peter Gummer, chairman of the rival PR consultancy Shandwick—and equally famous for being brother of the Conservative Party chairman John Selwyn Gummer.

"This is a purely personal investment," insists Peter Gummer, "and nothing at all to do with Shandwick. I have known Reggie for 20 years and I have great faith in him to build a successful company in a relatively short time."

Meanwhile, the reshuffle back at Burson sees William Noonan, former president of the U.S. operation, coming to London as chief executive. That could prove to be a holding operation with Frank Barnard and Josephine Lundberg, the present joint MDs, being among the long-term favourites to succeed Watts.

Planning permission already exists for a suitable new building on the site which until recently has been the home of the Guildhall School of Music and Drama.

If Britain is to stay in the race for the Euro office with West Germany, France, and Holland, a firm proposal must be lodged with Brussels within the next two months.

Iain Mills, the Conservative MP who is co-ordinating the British drive to secure the

office, is off to London's East End docks this week to examine yet another proposed site. And Croydon has put forward an attractive proposal in one of the best office development areas in the land.

As ever money will talk. The Duke of Westminster, owner of the St George's site through his Grosvenor Estate, is in a position to make his offering financially attractive. And the City of London believes it is rich enough to avoid the ignominy of being outbid.

## Watts steps out

Reggie Watts has surprised the public relations business by his decision to quit the London chairmanship of Burson-Marsteller, which claims it is the world's largest PR firm.

Watts, who is a former chairman of the Public Relations Consultants' Association, intends to go it alone from next month. He also assures me that he will not be poaching any staff or clients from his late employers as so often happens in the PR and advertising trades.

But the real surprise surrounding Watt's move is that his new business is to be partly financed by Peter Gummer, chairman of the rival PR consultancy Shandwick—and equally famous for being brother of the Conservative Party chairman John Selwyn Gummer.

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Iain Mills, the Conservative MP who is co-ordinating the British drive to secure the

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Associates Cap. Corp.	9 1/2%	Mallinall Limited	10 %
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BCCI	10 1/2%	Middle East Bank	10 1/2%
Bank of Ireland	9 1/2%	Morgan Grenfell	9 1/2%
Bank of Cyprus	9 1/2%	Mount Credit Corp. Ltd.	10 1/2%
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Citibank Savings	10 1/2%	TCC	9 1/2%
Clydesdale Bank	10 1/2%	Trustee Savings Bank	10 1/2%
C. E. Coates & Co. Ltd.	10 1/2%	United Bank of Kuwait	10 1/2%
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Consolidated Credits	9 1/2%	Westpac Banking Corp.	9 1/2%
Co-operative Bank	9 1/2%	Whiteaway Laidlaw	11 %
The Cyprus Popular Bk	9 1/2%	Williams & Glyn's	10 1/2%
Dunbar & Co. Ltd.	10 1/2%	Winttrust Secs. Ltd.	10 1/2%
Duncan Lawrie	9 1/2%	Yorkshire Bank	10 1/2%
E. T. Trust	11 %		
Exeter Trust Ltd.	11 %		
First Nat. Fin. Corp.	11 %		
First Nat. Secs. Ltd.	11 %		
Robert Fleming & Co.	10 1/2%		
Robert Fraser & Ptns.	10 %		
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Observer



## FOREIGN AFFAIRS: ARMS CONTROL TALKS

## Why the medium is the message

By Ian Davidson



Mr Gromyko (right) and Mr Shultz in Geneva

THE U.S.-SOVIET agreement to reopen arms control talks raises two general questions. First, is this an indication of a new readiness on both sides to reduce tensions and work for a better general relationship? Second, will the vastness of the agenda adopted for the new talks prove an obstacle to progress or will the very process of debating the essential ingredients of arms control induce a more durable confidence in the stability of the nuclear balance than has been achieved by previous agreements? Neither question can be answered yet, but they will be the litmus test by which the negotiations will be judged as they grind on in the months and years ahead.

President Reagan's political objectives are almost as difficult to fathom as those of the Kremlin. A year ago he said he wanted to establish a better working relationship with the Soviet Union, one marked by greater co-operation and understanding, and he repeated the wish in his September speech to the United Nations. No doubt he had in part been persuaded that this kind of mood music of this kind would be helpful for his re-election, and perhaps, for all we know, he really wants to crown his second term and his political career with a major foreign policy achievement. Yet it is hard to suppose that he has abandoned his visceral hostility towards the Soviet Union as an evil empire, or expects any radical modification of Soviet policies.

No such radical modification has taken place as a result of either President Reagan's blood-chilling rhetoric early in his first term or of the American arms build-up, nor is it likely as a result of softer rhetoric and more regular dialogue between Moscow and Washington. The high point of détente, the 1975 summit moves to extend its foothold abroad, in Angola and Ethiopia, and it would be prudent to assume that the Soviet Union will continue to be a cautiously determined power, anxious to avoid unnecessary risks, but always on the look out to strengthen its empire.

Some degree of confrontation between the superpowers is, therefore, almost inevitable because the Russians are expansionists, and the more inevitable

so long as Ronald Reagan is in the White House because they are Communists to boot. Yet in practice, the past four years have been marked on the ground much more by stalemate than by any significant advance by either side. The angry rhetoric of the superpowers has alarmed ordinary people everywhere, but it has not been matched by especially dangerous action.

The essential requirement for both of the superpowers is that they should guard against any avoidable risk of direct military conflict with each other, and that they should immediately raise the spectre of nuclear escalation.

It is tempting to speculate on the delightful consequences that might accrue if, for example, Moscow and Washington were jointly to agree to seek a Middle East settlement by convoking some kind of big-power conference. There are just two problems. Neither Israel nor Syria shows any sign of seeking a negotiable settlement, and the Americans have bent their best efforts for the past 15 years at keeping the Russians out of any significant role in Middle East diplomacy.

It is hard to imagine that the dialogue now being resumed between Washington and Moscow can lead to any operational understanding over their competing claims and ambitions in

the Third World. It may be that the best that can be hoped for is a tacit watchfulness not to tread too closely on each other's vital interests; and that will require much clearer distinctions to be made in Washington between interests which are vital from those which are peripheral, than was customary in the early Reagan years.

Since the most vital interest of both superpowers is that they should not get involved in a nuclear war, it may also be that the most important, and perhaps the only, function of the new dialogue is a reduction of the danger, and the fear, of nuclear war. Distinguished commentators are already advancing the judgment that the Shultz-Gromyko agreement was as much a foreign policy signal as a starting point for arms control negotiations. But perhaps in this case the medium is the message, and it means what it says: the significance of the resumption of arms control negotiations is that arms control negotiations will be resumed, because the nuclear shadow dominates all other questions of international and East-West relations.

A U.S. delegation has just held what are claimed to be successful trade talks in Moscow, but perhaps the success was more symbolic than real. Even if the Commerce

Department genuinely wants to improve the trading relationship, the political restraints are bound to remain severe.

Since there is little chance of bringing about modifications in the Kremlin's general policy objectives directly, and none of changing the Reagan administration's perceptions of these objectives, it may be that the only way to reduce fear and hostility is through the arms control process.

But these new arms talks are going to have to be very different from those that have gone before. The first Strategic Arms Limitation Treaty (Salt I) of 1972 did not do a whole lot to limit strategic arms, but it seemed worth having because of the halo effect of the atmosphere of détente. Those atmospheres proved largely illusory, so this time round the results of arms talks will have to be justified purely on their contribution to military stability and predictability.

Dispassionate analysts may argue that the disparities in force structure between the superpowers, or the proliferation in warhead numbers since 1972, are insignificant in terms of nuclear stability, because of the vast redundancy of retaliatory capacity on both sides.

The fact remains that the deals of the 1970s left loopholes for unanticipated developments

(the multiplication of warheads on increasingly accurate Soviet missiles), or failed to legislate adequately for modernisation and new weapons systems (sea-launched cruise missiles). Even if the dispassionate analysts are essentially right, psychological fears of Russian intentions and suspicions of their future plans in weaponry, have driven the alarms and excursions which have caused such traumas in East-West relations and inside the Atlantic Alliance in the past four years. If arms control is to be useful, it must do better.

Hawks in the Reagan administration, who are instinctively opposed to arms control on the historical record, respond to political pressure for negotiations by insisting on impossible conditions: since they believe the Russians are bound to cheat if they can get away with it, their recipe for doing better is to demand quite unrealistic reliability in verification, as for example in the U.S. proposals for a treaty banning chemical weapons.

Yet it is arguable that absolute accuracy in verification, besides being unattainable, is a country as secretive as the Soviet Union, may in some contexts be less important than the ability to detect non-compliance when it starts to reach military significant levels; and it is probable that water tight verification would become a less contentious issue, if there were more openness about future modernisation and deployment plans. The fears of American opponents of arms control are based less on what the Russians can do today, than on what they might seek and be able to do tomorrow.

It will therefore be very interesting to see whether the U.S. negotiators put forward an idea sketched out by President Reagan at the UN last September: that the two sides should consider the exchange of outlines of five-year military plans for weapons development and their schedules of intended procurement. Apart from the intrinsic merit of the idea as a contribution to confidence and as an essential component of any arms control framework which is intended to be permanent, there are at least

two reasons why the new negotiation will have to grapple much more comprehensively with the problem of the future than its predecessors did: the U.S. Start proposal for reducing nuclear weapons, and its Star Wars research programme.

Ostensibly, both sides are committed to radical reductions in nuclear weapons; the U.S. Start plan called for a one-third cut in missile warheads, and would require significant restructuring of forces, especially in the Soviet Union. Even if the Russians accepted the rationale for the American plan—the achievement of greater nuclear stability—the cuts and the restructuring would have to be spread over many years, at least a decade and probably more. Therefore any agreement on these lines would have to be valid for at least 15 and probably 20 years, so it would also have to legislate for adaptations in the light of new technological developments. There would be little point in negotiating away all ballistic missiles if their place were more than compensated by cruise missiles.

Star Wars is even more obviously about the future than the present. As a research programme it is not banned by existing arms control agreements, nor could its banning be verified. The American offer is to negotiate on what the superpowers should do if new technology should make possible an effective defence against nuclear missiles, ten or more years from now. Many experts believe that a leak-proof space-based defence is merely science fiction, and that the most probable outcome will be an improved land-based defence of localised military targets, such as missile silos. Even that would require a renegotiation of the Anti-Ballistic Missile (ABM) treaty and its extension many years ahead—or else its abrogation and an unlimited new arms race.

The Russians have said that there can be no agreement on offensive weapons unless there is also a deal on defensive systems. It also seems clear that the negotiations will fail, or at least be permanently deadlocked, unless they grapple effectively with the problems of the future.

Lombard  
The UK attitude to oil prices

By Samuel Brittan

THE BRITISH Chancellor, Mr Nigel Lawson, is not in the habit of answering the people whom one of his predecessors, Mr Denis Healey, described as "the young men who write brokers' circulars." This stand-off has its merits as well as its drawbacks. But it has allowed a wrong impression to gain ground on one particular issue. This is that the Chancellor is interested in keeping the price of oil as high as possible to maximise government revenue and thus his scope for tax cuts. Such an attitude may describe the approach of the Department of Energy, which has done everything possible to put off price cuts by BNOC. But despite the short-term public relations skills of Mr Peter Walker, the Energy Secretary, this is an issue on which the Chancellor is likely to win in the long run, both because he is in charge of the Budget and because the losses incurred by BNOC in supporting the oil price.

There is no reason to go to the other extreme and suppose that anyone in the Government wants to try to bust the Opec cartel—for instance, by asking BNOC to sell its oil at \$23 per barrel. In fact one young man who writes brokers' circulars, Mr Gavyn Davies of Simon and Coates, has come quite close to the Treasury's attitude.

"It is surely now time," he writes, "for the authorities to stop acting as if they were paid-up members of Opec in all but name, and for them to realise that they have little to fear, and possibly much to gain, from a gradual reduction in world oil prices. Whether they have any safe means of starting a decline in prices seems very questionable, but the British Government certainly has the power to lessen its policy of active support for high oil prices, and to move towards a more neutral position." Mr Davies suggests that BNOC should change to a formula linked to market prices, which is one of the possibilities now under study.

The main part of the Simon and Coates paper is concerned, however, to analyse rather than predict. Just as the world stagnation was triggered off by the two massive oil price increases of 1973 and 1979, a major reduction

in oil prices now could boost world recovery. It should not be forgotten that because of the rise in the dollar, oil prices in most national currencies have risen.

According to Mr Davies, a further 20 per cent fall in the dollar price of oil would raise OECD GNP by 1 per cent in 1985 and a further 1½ per cent in 1986, while inflation would be reduced by an average of 1 per cent in both those years. The impact on inflation from lower oil prices is obvious. But in addition the terms of trade of the industrial countries and their consumers' real income would improve. This would be the Opec explosion in reverse.

Most other forecasters would agree with the broad conclusion, if not the exact numbers. The controversial question is whether Britain's position as an oil producer changes the balance of the argument. Mr Davies points out that 94 per cent of the UK's GNP is derived from the non-oil sector, which would share the benefits of an oil price fall. Even the Public Sector Borrowing requirement could gain. The increase in economic activity would boost non-oil revenues and the fall in sterling against the dollar would at least cushion the effect on oil revenues.

More important, in the more likely of Mr Davies's simulations, there is a gain in real UK GNP averaging 1½ per cent and a reduction in unemployment of over 300,000. Both the rise in world activity and the likely depreciation in sterling stimulate exports and economic activity. But the lower oil prices lessen the normal impact of devaluation on UK domestic prices. That impact might even be eliminated altogether by using the improved PSBR to reduce VAT rates slightly. Some of the likely sterling depreciation has in any case occurred in anticipation.

Obviously the exact UK arithmetic is highly conjectural. But the benefits to world trade and activity are pretty firm, and some of the gains at least will be shared by the UK. The gradualist move from an oil sheik mentality to neutrality is the minimum UK policy change required. Committed cartel busters would go much further.

## The U.S. dollar mountain

From Mr W. Hawkins

Sir,—In view of the continuing rise in the international value of the U.S. dollar, it seems pertinent to draw attention to the mountain of foreign owned dollar assets held with U.S. banks, details of which were published in the U.S. Treasury Bulletin. Over the past three years these foreign holdings, many of which are potentially volatile, have increased considerably, and may now be standing at \$450bn (in 1981, \$242bn; July 1984, \$384bn).

This increase mirrors a considerable deterioration in the U.S. balance of payments, coupled with the attraction of U.S. interest rates compared with those ruling abroad. Put another way, it could be said to reflect the extent to which foreigners have acquiesced in the financing of cheap U.S. imports, foreign investment abroad, etc., as well as the U.S. Budget Deficit. Other partial explanations are, of course, foreign confidence in the U.S. economy, the dominance of the U.S. dollar as a reserve, trading and investment currency and the continued growth in the Euro-currency market.

The potential volatility of this U.S. dollar mountain will be determined not only by comparative investment considerations but also by the degree of confidence in other major international currencies ruling at any time. It will also depend on the maturity structure of the mountain itself. Information of the varying degrees of liquidity of foreign holdings of U.S. dollars with U.S. banks is sadly lacking, but it is perhaps not unreasonable to assume that foreigners spread their holdings with U.S. banks as they do with U.K. banks. From this it may be deduced that 22 per cent of the dollar mountain is payable at call or falls to be renegotiated within seven days. In other words, up to \$100bn from this source alone could become highly liquid should a decline in overseas confidence in the U.S. dollar develop.

The disposal of only a small part of these more liquid holdings, combined with a growing reluctance to hold further current accruals from the U.S. balance of payments deficit, would cause an upheaval in foreign exchange markets and would necessitate heavy intervention by the Federal Reserve Board and European central banks if any semblance of stability were to be restored and maintained.

Such intervention, however, would not by itself result in a reduction in the U.S. dollar mountain; it would only result in a switch from private holdings to official reserves. A reduction can only stem from a movement of the U.S. balance of payments from a deficit, currently running at about \$100bn

## Letters to the Editor

per annum, to a surplus, ignoring the effect of special financial institutional arrangements with the IMF or U.S. sales of gold. With no early prospect of a U.S. surplus developing, one must begin to wonder how much longer foreigners will be prepared to increase their dollar holdings still further.

Indeed Mr Paul Volcker, chairman of the Federal Reserve Board is now giving warnings (January 11) of the dangers of the U.S. continuing to rely on foreign funds to finance its budget and current account deficits.

W. J. Hawkins,  
13, Risebridge Road,  
Gidea Park, Romford, Essex.

## Turning the tide

From Mr S. Shenton

Sir,—Your comparison (Leader, January 5) of European performance in general and our own in particular with the U.S. is factual and timely. Improvement is hardly perceptible from our EEC partners and hardly at all in the rest of Europe, but all the important factors here such as investment, employment, research, and the general state of the country continue to deteriorate.

It is hardly coincidental that as we move firmly down the European league our fiscal policies remain the tightest. I suggested in these columns in September that it was about time, in the absence of an effective opposition, the Government back benches pressed consideration of alternatives and they have responded well, unfortunately with little success. It is difficult to understand under the impact of events how the medicine can continue to be prescribed without alteration.

The decline in sterling is more indicative of general economic failure than any dollar strength or oil worries. Some assistance would have been found within the European monetary system and one wonders what will be the next feeble pretext trotted out for staying out. The miners strike continues to divert attention and distract pressure on the Prime Minister but constructive action would assist the drift back to work.

A significant test will be the decision on capital expenditure. Treatment in the national accounting system of capital and revenue alike is harmful and misleading. Capital renewal

and replacement, adequate and timely is essential for the survival of both public and private enterprise. Such schemes properly evaluated will show an immediate return in moving people and goods more cost effectively, as well as creating desperately needed long term employment. It is this failure of the Government to recognise that well chosen projects will mean spending utterly wasted unemployment money on reconstruction that the Organisation for Economic Co-operation and Development is referring to when it says our fiscal policies are abnormally tight and restrictive. Every published in depth study shows capital investment of the right kind offers far greater employment prospects than taxation reduction. Subsidies of such kind are possibly be anticipated in the next financial year into capital schemes involves no policy turn and no risk to inflationary strategy, merely good house-keeping and stewardship.

Is it too much to hope that the Prime Minister will show his characteristic courage by thinking again and supporting investment decisions which could so easily herald the turn of the tide?

Sydney Shenton,  
95, The Crescent,  
Stockport, Cheshire.

## Bearings for Giotto

From The Manager, National Centre of Tribology

Sir,—We read with interest the article by Lynton McLain (December 20) reviewing the multi-national Giotto spacecraft since we are involved in the project ourselves. It may be of interest to hear of this work.

Giotto will take about 1½ hours to fly through the coma of Halley's comet. In that time, it may answer many questions about the origins of the solar system and life on earth. During its flight the spacecraft will maintain its stability by spinning at 15 revolutions per minute (rpm). The satellite will communicate with earth and receive commands to keep it on course via an on-board antenna which has to be "despun" (at 15 rpm) to keep it aimed at the same spot on earth continuously. The antenna's support bearings have to perform very reliably and accurately over a wide temperature range (−55°C to +80°C) in the high vacuum

of space. These temperatures effectively precluded the use of oils or greases, not only because of their steep changes in viscosity but also because of their possible interference with the detection of organic materials from the comet.

The process of ion-plating sub-micron films of lead as a lubricant in ball bearings has been well developed in the European Space Technology Laboratory (ESTL) and has found application in a large number of communications satellites. The bearing life, however, required for Giotto (some 10<sup>7</sup> revolutions) was some 10,000 times greater than the typical life of bearings in a solar array drive. Thus ESTL ran a special test designed both to find endurance of the lead lubricant and also to measure the torque spectrum, the latter being vital to the stability of the control system for the de-spin drive. In the torque test, the bearings were actually run for 10<sup>6</sup> revolutions (10 times the anticipated life) in order to give a healthy over-test. The results clearly confirm that this method of solid lubrication is well able to satisfy the requirements and that the antenna mechanism bearings will perform to the stringent requirements with critical accuracy.

Risley Nuclear Laboratories, UKAEA, Risley, Warrington.

## Reducing overtime

From Mr J. Allen

Sir,—Mr Whiting (January 8) suggests that unemployment can be substantially relieved by reducing overtime.

If I may say so this is typical of the sort of academic generalisation we have come to expect (with monotonous regularity) from those not exposed to the real world of industrial life. Included in Mr Whiting's statistics one would find many cases where overtime is introduced on a relatively short-term basis in reaction to a peak order situation. The costs of engaging and employing extra staff (and of subsequently disposing of their services when orders are scarce) would be both financially imprudent and socially cruel.

His recommendation to applaud public sector departments who work no overtime produced a hollow laugh in our organisation. If I may also be guilty of some generalisation, our experience of such departments suggests that they are so over-manned (perhaps with the exception of the Inland Revenue) that those who are employed by them have some difficulty in finding enough to do in the hours during which they are normally employed!

John Allen,  
Moonlight, Hill Road,  
Grayscott, Surrey

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# SECTION II - COMPANIES AND MARKETS

## FINANCIAL TIMES

Monday January 14 1985



### Cost-cutting credit vehicle that is not to be sniffed at

IT IS not so easy these days in the Eurobond market to turn up your nose at a Sniff, writes Peter Montagnon in London.

For Sniffs, or syndicated-note issuance facilities as they are known to the trade, have already largely replaced the syndicated loan as an important capital-market vehicle for top-rated borrowers.

Now, as the new year gets under way, it seems likely that lesser-rated borrowers will also want to try their luck in that market in the hope of reducing their costs.

Portugal, for example, is already pondering the mechanism as it draws up plans for a large borrowing to be launched probably within

EUROBOND TURNOVER (nominal value in \$m)	
U.S. Bonds	Credit Europe
Current week	7,037.0
Previous week	5,792.9
Other bonds	2,195.0
Current week	1,017.7
Previous week	2,065.1

the next few weeks. The deal, amounting to some \$300m to \$500m, will be the Republic's only big borrowing exercise this year.

Portugal's credit rating has greatly improved since 1983, when it had to seek assistance from the International Monetary Fund and was frequently touted as a likely European candidate for rescheduling in Latin American style. Last year its current-account deficit was only some \$500m - far below the IMF target of \$1.25bn - and this year it is also likely to be well below \$1bn.

None the less, it is only just emerging from an IMF programme and already has a relatively high total debt of \$15.1bn. That means it is far from being the sort of borrower that normally qualifies for a note facility. Those facilities involve the continuous sale of short-term paper in the money markets and some bankers fear that Portuguese paper

might simply not be good enough to sell.

From one perspective, that argument makes little objective sense. The risk run by an investor who purchases a Euronote is not actually that the borrower will not repay when it matures but that the underwriters whose job it is to back up the facility might for some reason prove unable or unwilling to step in with the cash required to refinance the note. In that sense, investors need to look more closely at the quality of the underwriting group than at the end borrower itself.

That means that the ability of a borrower to find underwriters for its facility acts as the main constraint on its eligibility to tap the Eurobond market. In trying to tap the market for \$500m, albeit using a facility linked to short-term bank advances rather than Eurobonds proper, Turkey has already run up against that difficulty. After assembling only seven lead managers willing to underwrite \$30m apiece, Citicorp, which is arranging the deal, has now lowered its sights and is seeking more lead managers at only \$20m.

The difficulty is not just that a Turkish advance or a Portuguese Euronote might prove hard to sell in a market where it has to compete with higher-ranking paper. For such borrowers there is also the obstacle that underwriting banks are having to add to their country exposure for what might be a relatively poor return at a time when concern is growing at the overall size of their standby commitments.

However, bankers believe that the smaller commitment now being sought from banks invited to enter the Turkish deal should mean a rapid increase in the size of the lead management group.

A successful deal for Turkey implies that even Portugal should be able to tap the Eurobond market for reasonably large amounts - provided that the underwriting return is pitched high enough.

### Bond issue blizzard forms drifts that could linger for weeks

THE blizzard of new issues in the Eurobond market last week was heavier than the snowfalls in Europe, writes Maggie Urry in London.

Some of the deals quickly melted away from syndicate managers' books, but a lot of paper has formed drifts which could linger for weeks.

Close to \$3.5bn was called for last week, taking all types of U.S. dollar deals together. Of that, at least \$1bn is reckoned still to be unsold, and while the steepness of the yield curve allows syndicate managers to

fund their holdings cheaply, the big issuing houses must call paper off their books to make room for the next bunch of deals to come. In that situation, the houses with good retail distribution come out on top.

The question now is whether syndicate managers have lost enough money on last week's difficult deals to deter them from bidding too aggressively this week. There is no doubt that big losses have been made.

Opinion is divided over whether the losses have got too big.

Once again, however, the deals that went best were those for Japanese borrowers such as NTT, IBM, Orient Finance and Sumitomo. By now everyone has realised that these bonds go straight back to Japan where the institutions can use a loophole in the Ministry of Finance's rules on overseas investment to increase their exposure to higher yielding dollar debt. It must be assumed that the Ministry of Finance has realised this, too. While it means that Japanese borrowers can fund cheaply by making Eurodollar bond issues, the ministry may be

thinking of ways to put a stop to the practice.

The European currency unit sector always seems to enjoy its new issues, with coupons coming under the 10 per cent level now. On Friday, Mitsubishi Finance, which has just started making a market in Ecu issues, launched a deal for Banca Nazionale dell'Agricoltura. It traded at a 1/4 point discount to its yet-to-be-fixed issue price.

In the sterling sector, Morgan Grenfell's floating rate note deal for the specially formed company,

Mini-Mortgage Intermediary Note Issuer, could be the first of many. The idea of funding mortgages in the bond market must appeal to other banks in the mortgage business which would like to get the loans off their balance sheet.

The D-Mark bond market had planned its heavy week of issues. By Friday that market was in difficulties as fears of a rise in interest rates were rancoured and the dollar continued to rise. Over the week, prices fell by 1/4 point, with most of that on Friday.

As well as the innovations from KLM and Sweden, the Swiss franc bond market had a happier week with prices gaining as much as 1/4 point in places. Political pressures on Oesterreichische Donaukraftwerke to delay its planned power station meant a sharp reduction in its 10-year issue to SwFr 70m from a previous maximum of SwFr 150m.

Pressure on space caused by the unprecedented number of new bond issues last week means that only book runners names are listed in the table below.

#### NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS								SWISS FRANCES							
Nippon Tel. & Tel. †	100	1992	7	10%	100	Bge Paribas	10.625	Yokohama Sp. ** †	30	1998	-	2	100	UBS	2.000
Orion Finance (a) ††	250	1997	12	1/4	100	CSFB	-	Tokyo Star** †	50	1998	-	2	100	Swiss Volksbank	2.000
Orient Finance †	50	1992	7	11	100	Nomura Int.	11.000	Japan Elec. Computer** †	50	1990	-	5%	100	Bge Paribas (Swiss)	5.625
UBAF (a) ††	100	1995	10	1/4	100	Merrill Lynch	-	Mitsubishi Rayon** †	150	1990	-	(2)	100	UBS	-
Federated Dept. Stores †	100	1990	5	11	100	Latham Bros.	12.000	Daimler-Benz** †	70	1995	-	5%	100	UBS	5.375
Banco Comercial †	50	1992	7	12	100	CSFB	-	Auer** †	100	1991	-	5	99 1/2	UBS	6.192
Tokyo Corp. †	40	1990	5	(8 1/4)	100	Yamachi Int. (Eur)	10.375	Sharp Corp.** †	200	1990	-	(2)	100	Credit Suisse	-
IBM (a) †	300	1999	4	10%	100	Salomon Bros.	-	Topy Industries** †	40	1990	-	(3 1/4)	100	Swiss Volksbank	-
Yamato Kogyo †	30	1990	5	(8 1/4)	100	Dalmeida Bros.	-	Tokyo Elec. Power	150	1993	-	5%	100	UBS	-
Osaka Transformer †	20	1990	5	(8 1/4)	100	Nomura Int.	-	Shimizu Corp. †	150	1993	-	(2)	100	Credit Suisse	-
BJI Int. †	100	1992	7	10%	100	BJI Int.	10.750	Sweden** †	100	1985	-	6%	100	UBS	-
BJI Int. †	100	1995	10	10%	100	BJI Int.	10.875	Kan Denko** †	30	1990	-	(2 1/4)	100	Credit Suisse	-
Tenneco Corp. †	150	1989	4	11 1/2	100	Mgn. Stanley	11.500	KLM (a)	200	-	-	(6 1/4)	-	Kreditbank (Swiss)	-
Ford Motor Credit †	100	1990	5	11%	99 1/2	Goldman Sachs	11.480								
Ford Motor Credit †	100	1995	10	12	99%	Goldman Sachs	12.067								
Daimler †	100	1992	7	11 1/2	100%	Country Bank	11.446	STERLING							
Borg-Warner †	100	1992	7 1/2	11%	100%	CSFB	11.625	Mortgage Intermediary (a) ††	50	2010	7-8	3%	100	Mgn. Grenfell	-
Export-Import †	100	1992	7	11%	100	Chase Manhattan	10.462	American Medical Int. †	40	1995	10	11 1/4	100	Barclays Merchant Bk.	11.250
G. E. Credit (a) †	200	1990	5	10%	99.575	Mgn. Stanley	10.462								
Sunstar †	100	1988	3	10%	100%	Mgn. Stanley	10.699								
Autostar (a) †	20	1992	7	11 1/2	100 1/2	Dalmeida Bros.	11.446	ECUs							
Autostar (a) †	115	1995	10	11%	100 1/2	S. G. Warburg	11.466	PBA †	50	1992	7	9%	100%	Bge Paribas	9.600
Citicorp †	100	1992	7	11%	99%	Salomon Bros.	11.804	B. Naz. Agriculture	50	1992	7	9%	100%	Mitsubishi Fin.	-
World Bank †	300	1992	7	11	99 1/2	Deutsche Bank	11.107								
New England Life †	50,725	1992	4.2	11 1/2	100%	Salomon Bros.	11.500	YEN							
New England Life †	149.09	1995	9.2	11%	100	Salomon Bros.	11.750	Intel †	12.5m	1992	7	6%	99%	Citicorp. Int.	6.671
New England Life †	89.85	1990	14	0	20.40	Salomon Bros.	11.900	EDF †	20m	1995	10	6%	100	Dalmeida Bros.	6.875
Met. Bank of Hungary (a) ††	100	2000	15	6%	100	Nomura Int.	-	EDF †	30m	1995	9	6.7	99.5	Nomura Secs	6.750
Sumitomo Corp. †	100	1992	7	10%	100	Goldman Sachs	10.625								
Changsha Elec. Power †	50	1992	7	10%	100	Nikko Secs (Eur)	10.875	GULDERS							
Mitsubishi Corp. †	200	1995	10	10%	100	Merrill Lynch	10.625	AAB †	200	1995	8	7%	100	ABN, AmRo	7.750
								ITT** †	100	1990	5	7	99%	AmRo, ABN	7.061
CANADIAN DOLLARS															
Zentralbank †	50	1995	10	11%	100	Orion Royal Bank	11.475								
City of Quebec (a) †	45	1992	7	11 1/2	100%	Orion Royal Bank	11.473	FRENCH FRANCES							
Australian Res. Dev. Bk. †	50	1992	7	11%	100	SBCI	11.625	EEC †	1m	1997	12	12.3	100	Bge Paribas	12.300
Prov. of New Scotia †	100	1995	10	11%	100%	Orion Royal Bank	11.535								
Denmark †	100	1991	5	11%	100%	Merrill Lynch	11.585	LUXEMBOURG FRANCES							
								EEC †	1m	1995	10	9 1/2	100	Bge Generale du Lux.	9.500
D-MARKS															
Fickard †	200	1992	7	7	100	Brander Bank	7.000	BEIGIAN FRANCES							
City of Copenhagen †	150	1995	8	7 1/4	100	Deutsche Bank	7.375	EEC †	2m	2000	11	11 1/4	99%	Bge du Benelux	11.752
ECSC** †	94	1992	6.55	7 1/4	100	Commerzbank	7.125								
CEPME †	200	1997	12	7 1/4	99 1/2	Commerzbank	7.214								
Ireland †	200	1995	10	7 1/4	100	Commerzbank	7.375								

\* Not yet priced. † Final terms. \*\* Private placement. † Convertible. † Floating-rate note. † With equity warrants. (a) 1 1/4% over 3-m Libid. (b) 1/4% over 6-m Libor. (c) 3/4% over 3-m Libor. (d) Extensible to 2000. (e) Extensible to 1994. (f) \$85m additional tap. (g) 1/4% over 6-m Libor. (h) Perpetual, refund after 10 years. Note: Yields are calculated on ABB basis.

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November 14, 1984

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## INTERNATIONAL CAPITAL MARKETS

## U.S. MONEY AND CREDIT

## Uncertainties keep investors ultra-cautious

INVESTORS in the U.S. government bond market are playing it safe. They are beset by uncertainties about the strength of the rebound in U.S. economic activity and how the Fed will respond to the apparent pick-up in monetary growth, which is coinciding with slumping commodity prices and a record-breaking dollar. They remain ultra-cautious.

This is most evident in the widening of the yield curve in the final quarter of 1984, reflecting the sharp decline in U.S. short-term rates. Long yields have changed little since early November, while bill rates have plunged by nearly 150 basis points. The result is a sharply positive sloping yield curve and an all-time record 238 basis point gap between one and seven year yields.

This trend continued last week as money market rates fell by between 5 and 15 basis points, while the yield on the 30-year bond fell just 4 basis points and the Treasury long bond yield, with the price stuck on 101, was unchanged at the Friday close at 12.62 per cent. Market nervousness has been heightened in recent weeks by a series of developments.

U.S. MONEY MARKET RATES (%)				
	Last Friday	1 week ago	4 wks ago	12-month Low
Fed Funds (weekly average)	8.21	8.77	8.55	11.77
Three-month Treasury bills	7.77	7.82	8.08	10.77
Six-month Treasury bills	8.05	8.16	8.25	10.83
Three-month prime CDs	8.20	8.26	8.55	11.80
90-day Commercial Paper	7.90	8.10	8.50	11.38
90-day Commercial Paper	8.00	8.20	8.55	11.40

U.S. BOND PRICES AND YIELDS (%)				
	Last Friday	1 week ago	4 wks ago	12-month Low
Seven-year Treasury	100 1/4	100 1/4	100 1/4	100 1/4
20-year Treasury	98 1/4	98 1/4	98 1/4	98 1/4
30-year Treasury	101 1/4	101 1/4	101 1/4	101 1/4
New 10-year "A" Financial	N/A	11.42	11.82	11.88
New "AA" Long utility	N/A	12.30	12.30	12.30
New "AA" Long industrial	N/A	12.75	12.75	12.60

Money Supply: In the week ended December 31 M1 fell by \$500m to \$567.2bn from an upwardly revised \$567.7bn. In December M2 increased by \$28.2bn to \$2,375.5bn and M3 by \$23.6bn to \$1,289.9bn from the previous month.

First, as was to be expected after the recent shift in Fed monetary policy towards more accommodation, the money aggregates have bounced back. Also, as the reaction to last week's smaller than expected \$500m M1 decline showed, the markets have once again become extremely jittery about the weekly number.

M1 and M2 rose at annualised rates of 10.7 per cent and 14.8

per cent respectively in December. While both money supply measures remain within the Fed's current targets (M2 by a mere \$50m) most economists expect further gains. "The December levels are sufficiently high that in the face of strong reserve growth, above-target monetary growth is likely in the early months of 1985," says Mr Frank Mastrapasqua of Smith, Barney.

Second, there is growing evidence of some accompanying rebound in economic activity—although the signals remain mixed.

A flood of December economic data is due out this week and, as Dr Henry Kaufman of Salomon Brothers notes: "December employment gains suggest associated increases in personal income and industrial production. Therefore the market will be watching for the trends in retail sales and consumption due out this week."

"If strong, they would indicate the probable drawdown of the inventory overhang and confirm the growing sense that the economic slowdown is past."

Third, because of special seasonal factors, little can be read into the Fed's recent open market activities—like the system repurchase agreements arranged on Friday, when the Fed funds rate threatened to break new ground—the draining operations that are expected this week.

Faced with a lack of clear pointers towards Fed intentions, the markets have turned inward to speculation—including some about the implications of the cabinet changes an-

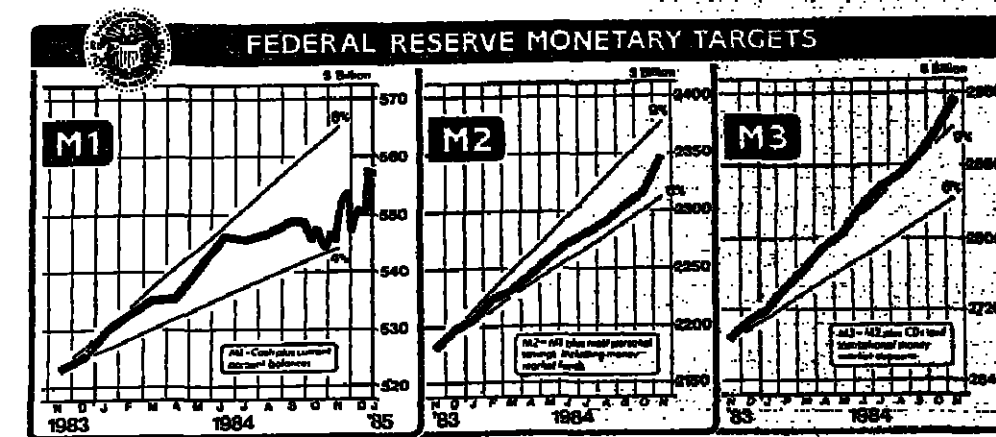
nounced last week and in particular about the shift to the White House of Long-time Fed-er-critic Mr Donald Regan, and his replacement at the Treasury by Mr James Baker.

The comments made by Mr Paul Volcker, the Fed chairman, last week gave nothing away. Indeed, some economists suggested that the Fed chairman appeared to have deliberately set out to avoid new themes.

Nevertheless, the equity markets, and the credit markets to a lesser extent, found something to cheer about in Mr Volcker's positive statements about retreating inflationary expectations and the added "flexibility" that the strong dollar afforded the monetary authorities.

Indeed, at the bottom line, it is the Fed's reaction to the same uncertainties which currently dog the markets that will determine the outcome of the current "price" impasse.

On this issue Wall Street is



deeply split, although those economists who believe the Fed will ease further because of deflationary concerns and other factors—irrespective of a pick-up in the domestic economy—probably still hold sway.

"At the very least," says Mr Philip Braverman of Briggs Schaefer, "it seems probable that the Fed will keep policy unchanged for an extended period, despite the rebound in economic and monetary growth."

The volatile and nervous nature of the U.S. markets was also apparent last week in the corporate sector, where prices fell by 1 of a point and 3 of a point on medium- and long-term issues respectively. But new issue yield declined, perhaps reflecting the current shortage of supply.

New issue rates on medium-term issues were unchanged on 10 basis points lower while long-term issues fell by up to 15 basis points.

Last week saw \$400m of new paper come to market compared to zero the preceding week. In the first two weeks of last year volume totalled \$2.5bn, according to First Boston figures. Among the new issues Boise Cascade added \$100m of eight-year notes to yield 12 per cent. Zenith Electronics offered \$75m of 10-year 12 1/2 per cent paper, priced to yield 12 1/2 per cent.

Paul Taylor

## UK GILTS

## Slide in sterling ends earlier euphoria

THE EUPHORIA was short-lived. The initial surge in gilt-edged prices last week following better than expected money supply figures was quickly reversed by the impact of sterling's slide.

The pound's failure to react to the rise in base rates to 10 1/2 per cent on Friday left many wondering whether this week might see an action replay of events last July, when rates rose by 21 points in two stages.

Yields for long-dated stocks, which had fallen to 10.35 per cent in the immediate aftermath of Tuesday's money supply figures, were back up to over 10.5 per cent by Friday's close.

The authorities' decision to hold back from any new funding tempered only slightly the slump in confidence.

The rise in rates, following two weeks in which the Treasury and Bank of England had been intent on resisting such a move, confirmed the suspicions of many that sterling's weakness could not be blamed simply on dollar strength and falling oil prices.

The money figures, showing a 1 per cent drop in sterling M3 which took it back to the top of its 6 to 10 per cent target range, at first brought gains of 10 points or so at the long end of the market.

The message from the exchange rate, however, was that money was far from tight, a view given added weight by the strength of bank lending during December.

And the perception—at least until Friday—that the Government was prepared to take risks with sterling rather than push up interest rates added to the market's nervousness.

By yesterday it had become clear that the Government is worried about the pound's slide, and ready to see another rise in base rates if it continues.

Whether this concern will in itself be enough to bolster confidence is far from certain, although the authorities are hoping that firmer oil prices and the possibility of lower U.S. interest rates could put at

least a temporary prop under sterling.

If not, many brokers expect a repeat of July, with yields moving up to 11 per cent or so before the Government is able to resume its funding operations.

Last week in fact saw the first official gilt sales since early December, as the Government broker took advantage of the favourable reaction to the money supply figures to sell out of the 9 1/2 per cent Exchequer 1988 tax stock.

The sales, however, amounted only to an estimated \$75m, hardly sufficient to have any significant impact on sterling M3 in the January banking month which ends on this coming Wednesday.

The Government broker now has only three specialist stocks on offer—the index-linked 2 1/2 per cent Treasury 2001, the index-linked 2 1/2 per cent Treasury 2011, and the conventional 2 1/2 per cent Exchequer 1987. Until the rise in base rates, the market had expected the authorities to supplement these

by announcing the issue of a series of new tranches of existing stock.

Sterling's fall below \$1.13 on Friday afternoon obviously persuaded them that such a move would only have unsettled the market further. If calm were to be restored early this week, however, it should anyway be able to issue some new stocks before Wednesday.

But the present gloom in the gilt-edged market should not be overstated. Those looking at events last July will remember that the recovery in the market was almost as rapid as its fall.

On this occasion the break on any fall is likely to be strengthened by buoyant institution liquidity, and by the fact that U.S. interest rates have dropped dramatically since the middle of last year.

There is also, of course, at least a chance that the Government's more concerned attitude to the exchange rate could restore confidence, or that a further fall of cold weather will come to the rescue.

Philip Stephens

## NEW ISSUE

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JANUARY 1985

U.S. \$75,000,000

PG and E

Pacific Gas and Electric Company

(Incorporated in California)

12% Debentures Due 1992/2000

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Kredietbank International Group

LTCB International Limited

Morgan Stanley International

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Yamaichi International (Europe) Limited

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Fuji International Finance

Girozentrale und Bank der österreichischen Sparkassen

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Mitsubishi Trust & Banking Corporation (Europe) S.A.

The Nikko Securities Co., (Europe) Ltd.

Nippon Credit International (H.K.) Limited

Norddeutsche Landesbank

Nomura International

Österreichische Länderbank

PK Christiana Bank (UK)

Saitama International (Hong Kong)

Svenska Handelsbanken Group

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Tokai International

Verband Schweizerischer Kantonalbanken

Ver eins- und Westbank

## FT/AIBD INTERNATIONAL BOND SERVICE

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## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## BANKING SUPERVISION

## Soft centres hold up hard line regulation

DESPITE all the shocks that have buffeted the international banking industry in the last few years, there have been remarkably few banking casualties. Is this thanks to good luck or good management?

Bankers and their supervisors are bound to argue in favour of the latter. Yet the fact is that international banking — possibly the most global business there is — is remarkably lightly regulated: its biggest activities, foreign exchange and the Euro-markets, operate virtually free from control. And what regulation there is tends to be patchy, some international financial centres are tightly supervised, others are not. All of which should be worrying if you

believe that banks need to be protected not just from a hostile world, but from their own competitive excesses.

Dr Richard Dale, the author of a new book ("On international bank regulation, believes they should be. He thinks it is very hard for even the best-run banks to stand back from new or fast-growing markets at the risk of losing market share. The growing sophistication and interdependence of modern banking also increase both the dangers and the risk of contagion from bank failures.

Dr Dale is especially concerned about what he calls "regulatory arbitrage": the temptation for banks to set up shop — or

channel business through branches — in the most leniently regulated financial centres. The classic instance of this, which he documents in detail, was Citibank's "risky dink" foreign exchange dealings in the 1970s, which landed it in trouble with the authorities of several countries.

But Dr Dale, a London merchant banker, who spent a year at the Brookings Institution in Washington while researching his book, is not just out to clobber the big banks. This is one of the fullest and most cogently argued cases for better international bank regulation. He examines the regulatory state of play in all the big financial centres, and probes the causes

of such celebrated collapses as Herstatt, Ambrosiano, Schroeder, Muenchmeyer, Hengst and Franklin National, all of which, he says, carry the ominous message that the present "ad hoc co-ordination of national support arrangements might not be sufficient to contain the threatened collapse of a major multinational bank."

As this conclusion implies, Dr Dale does not believe that the Basle Concordate (under which international bank supervisors try to ensure that multinational banks do not escape regulation) is sufficient because it does not enable "hard" financial centres to force "soft" centres out of business. True, Basle is leading to convergence of supervisory

standards, while other measures like consolidated accounting make it harder for banks to channel questionable business through unreported foreign subsidiaries.

Whether or not the "formal legal framework" which Dr Dale thinks is the only remedy is a practical proposition, it is clear that international banking has evolved to the stage where it must be treated as a single market, rather than a collection of separate centres which vie with each other by touting regulatory, tax and accounting incentives.

"The regulation of international banking," by Richard Dale, Woodhead-Faulkner, 208 pages, £19.95.

David Lascelles

## FFr 3.7bn return to black for DGT

By Paul Betts and Guy de Jonquieres in Paris

THE FRENCH telecommunications authority (Direction Generale des Telecommunications — DGT) will later this week report net earnings of about FFr 3.7bn (\$382m) for 1984 after losing nearly FFr 1bn in 1983.

The loss in 1983 was the first to be reported by DGT since separate accounts for telecommunications started being kept in France 25 years ago.

The return to profit reflects the exceptional 25 per cent rate increases granted last year by the Socialist Government. These accounted for FFr 1.8bn of last year's earnings. The balance was made up of productivity gains, increased volume and new products.

At the same time, provisions against foreign currency debts were lower. In 1983 these totalled about FFr 5bn while they are expected to amount to between FFr 2bn and FFr 3bn last year. About one third of DGT's FFr 115bn total debt is denominated in U.S. dollars.

Sales rose to FFr 72bn from FFr 61.2bn the year before. But if the net figures DGT will announce this week show a return into the black, they do not take into account the new role the authority has assumed under the socialist administration of financing the French electronics industry.

Indeed, DGT for the first time last year financed the French electronics industry to the tune of FFr 3.4bn, of which about half involved support for the development of new products and the other half helped to plug the deficits and losses of the nationalised Bull, Thomson Telecommunications, and CGCT groups.

Moreover, DGT contributed FFr 2.1bn to the French Government budget. It made a first contribution of FFr 2bn to the government budget in 1983.

Thus if the state budget contribution and the financial support of the electronics industry are taken into account, DGT was again in the red last year with a loss of nearly FFr 2bn.

## INTERNATIONAL APPOINTMENTS

## Travelers president suddenly resigns

BY PAUL TAYLOR IN NEW YORK

MR ALVA WAY, president of Travelers Corporation, the third largest stockholder-owned multi-line insurance group in the U.S., has resigned citing "personal reasons."

Mr Edward Budd, aged 51, chairman and chief executive of the Hartford, Connecticut-based insurance group, will assume the additional title of president.

Mr Way, aged 55, who quit as president of American Express in 1983 to take the number two job at Travelers, will remain a director of Travelers and act as

a consultant to the group. Before joining American Express he had spent 23 years at General Electric, becoming senior vice-president in charge of finance in 1977.

The move stunned Wall Street and the industry. Mr Way had been the company's main spokesman and was generally viewed to hold a strong leadership position at Travelers. The company has managed to avoid some of the worst problems of the U.S. property/casualty industry in sharp contrast to many other major insurers.

## New chief marks change of policy at Fairchild

BY LOUISE KEHOE IN SAN FRANCISCO

FAIRCHILD Camera and Instrument Corporation, the Californian Silicon Valley semiconductor company, is set to pare down its troubled operations and to adopt a less abrasive management style. This marks an attempt to return to sustained profitability, according to Mr Donald Brooks, its newly-named president and chief executive and a former executive of Texas Instruments, the largest U.S. semiconductor maker.

Mr Brooks joined Fairchild, a subsidiary of Schlumberger, the international oil services group, 20 months ago as manager of North American operations. In his new position he succeeds Mr Thomas Roberts, who was installed at Fairchild when Schlumberger acquired the company in 1979.

Mr Brooks' appointment marks a break with Schlumberger's previous policy of filling Fairchild management positions with its own executives. Mr Brooks is a 28-year veteran of Texas Instruments.

As senior vice-president and general manager of Texas Instruments' MOS (metal oxide semiconductor) operations, he was the driving force in that company's expansion of its CMOS (complementary metal oxide semiconductor) product line.

Mr Brooks' very willingness to talk publicly about Fairchild is in marked contrast with the style of his predecessor.

Mr Roberts maintained a low profile during his five years in Silicon Valley. His actions were, however, controversial. Fairchild lost many of its top managers during Mr Roberts' tenure, reportedly because of a clash with his rigid management style.

## Olson to quit Carnation

MR H EVERETT OLSON, 78-year-old chief executive officer of CARNATION, has announced his resignation in a move expected to produce a more aggressive marketing strategy at the Los Angeles food products group, writes Andrew Baxter in New York.

He will be succeeded by Mr Timm Crull, the 54-year-old president, who has for some time been considered Mr

Olson's heir apparent. Mr Olson will resign as chief executive on February 1 but will continue as chairman until December 31.

Mr Olson has decided to retire this year before the company's acquisition by Nestle, the Swiss foods group, for \$3bn. "Now that the merger has been approved, I feel this is the most appropriate time for my retirement," he said.

## Mobil prepares defence against unwelcome bids

By Andrew Baxter in New York

MOBIL, THE second biggest U.S. oil company, is to seek approval from shareholders for changes in its corporate bylaws which will make it more difficult for unwelcome suitors to win a takeover battle.

The move comes amid speculation on Wall Street that Mr T. Boone Pickens, the Texas oil specialist, may try to take control of Mobil or another big U.S. oil company following the "standstill" agreement he reached with Philip Petroleum earlier this month after a three-week takeover attempt.

Mobil, which Mr Pickens has listed among a group of undervalued oil companies, will call a special meeting of shareholders on February 22 to recommend the changes, which are understood to include:

- Amending the company's certificate of incorporation to prevent "greenmail" (the purchase by a company of its own shares from a predator group at a price that is not offered to other shareholders);
- Approval by 80 per cent of the voting stock for unfriendly mergers. Changing or repealing this amendment would also require approval from 80 per cent of the stock;

Mobil stressed yesterday that its proxy document detailing the recommended changes, which has been filed with the U.S. Securities and Exchange Commission, does not mention Mr Pickens.

## KLM issues SwFr 200m undated bond

BY MAGGIE URRY

IN an innovative deal, KLM, the Dutch airline, is raising SwFr 200m through an undated bond issue. This is the first time a foreign borrower has made such an issue in Switzerland and the first perpetual issue made by a borrower in the international bond markets other than a country or a bank.

The money raised will only be repaid if KLM goes into liquidation. As such it can be viewed by KLM almost as equity capital. The proceeds will go towards the airline's heavy investment programme over the next five years.

The issue, which will go on public sale in Switzerland on January 21, is being arranged by Kredietbank (Swiss). A heavy demand for the bonds is expected.

KLM, which is 55.4 per cent owned by the Dutch government, is regarded as a good credit risk. The initial yield being offered on the bonds, at 8 1/2 per cent, is higher than KLM would have had to pay for a 10-year bond issue on the Swiss

franc foreign bond market, so KLM is paying up for the privilege of selling undated bonds.

Every 10 years the interest payment will be reset according to a formula based on other foreign bond yields in Switzerland, which at current levels would suggest a yield of around 5 1/2 per cent.

At the end of each 10-year period KLM can opt to redeem the issue, but investors do not have the right to ask for a redemption.

By issuing undated paper,

KLM can avoid the costs of making a new issue in future refinancing bonds which mature.

In another development in the Swiss bond market, Sweden is selling around SwFr 100m of bonds with an 18-month life by tender. Previously only the Swiss Government and the cantons have sold issues by tender. The yield has been set at 4 1/2 per cent and the issue size can be reduced or increased by 25 per cent. The tender is being organised by Swiss Bank Corporation.

By issuing undated paper,

## Semiconductor downturn affects AMD results

BY OUR NEW YORK STAFF

THIRD-QUARTER net profits at Advanced Micro Devices, the California-based microprocessor manufacturer, have fallen sharply from the record levels of the previous three months, providing further evidence of the current downturn in the worldwide semiconductor industry.

Net income for the quarter ended December 31 was \$29.3m or 50 cents a share, up from \$20.2m or 35 cents a year ago but down from \$42.1m or 72 cents in the second quarter. Sales rose 54 per cent to \$238.6m from \$154.6m a year ago, but were down 7 per cent from \$257.1m in the previous

three months.

Nine-month net earnings were up from \$40.5m or 70 cents a share in 1983 to \$109.6m or \$1.88, while sales jumped from \$391.1m to \$730m.

Mr Jerry Sanders, president and chief executive, said: "The just-completed quarter bore witness to the mercurial nature of demand in the worldwide semiconductor industry. Customers large and small dramatically curtailed orders, cancelled backlogs and renegotiated pricing as reduced expectations, ballooning inventories, and shortened lead times marked an abrupt transition from shortages to surpluses."

## NEWSITEM

These bonds having been sold, this announcement appears as a matter of record only.

Can.\$100,000,000



## TransAlta Utilities Corporation

First Mortgage Bonds, 13 1/4% Series due 1994

Merrill Lynch Capital Markets

Algemene Bank Nederland N.V.	Amro International Limited
Bank Brussel Lambert N.V.	Banque Générale du Luxembourg S.A.
Banque Internationale à Luxembourg S.A.	Banque Paribas
Crédit Commercial de France	Crédit Lyonnais
Dominion Securities Pitfield Limited	Kredietbank International Group
Samuel Montagu & Co. Limited	Nomura International Limited
Orion Royal Bank Limited	Société Générale
Société Générale de Banque S.A.	Swiss Bank Corporation International Limited
Union Bank of Switzerland (Securities) Limited	Westdeutsche Landesbank Girozentrale
Wood Gundy Inc.	

Banca del Gottardo	BankAmerica Capital Markets Group	Bankers Trust International Limited
Banque Française du Commerce Extérieur	Banque Indosuez	Banque Nationale de Paris
Banque Populaire Suisse S.A. Luxembourg	Bardays Bank Group	Baring Brothers & Co. Limited
Bayerische Hypothekbank und Wechsel-Bank Aktiengesellschaft	Bayerische Landesbank Girozentrale	Bayerische Vereinsbank Aktiengesellschaft
Bergson Bank A/S	Berliner Handels- und Frankfurter Bank	Burns Fry Limited
CIBC Limited	Commerzbank Aktiengesellschaft	County Bank Limited
Credit Suisse First Boston Limited	Daiwa Europe Limited	Deutsche Bank Aktiengesellschaft
Erskilds Securities	European Banking Company Limited	Genossenschaftliche Zentralbank A.G. Vienna
Girozentrale und Bank der österreichischen Sparkassen Aktiengesellschaft	Goldman Sachs International Corp.	Great Pacific Capital S.A.
Richardson Greenshields of Canada (UK) Limited	Hamvros Bank Limited	Hill Samuel & Co. Limited
Kidder, Peabody International Limited	Kleinwort, Benson Limited	Landesbank Rheinland-Pfalz — Girozentrale —
Lloyds Bank International Limited	Manufacturers Hanover Limited	McLeod Young Wier International Limited
Mitsubishi Finance International Limited	Morgan Grenfell & Co. Limited	Morgan Guaranty Ltd
Morgan Stanley International	The Nikko Securities Co., (Europe) Ltd.	Norddeutsche Landesbank Girozentrale
Prudential Bache Securities	N.M. Rothschild & Sons Limited	Salomon Brothers International Limited
Sanwa International Limited	J. Henry Schroder Wagg & Co. Limited	Sumitomo Trust International Limited
S.G. Warburg & Co. Ltd		Yamaichi International (Europe) Limited

December, 1984

This announcement appears as a matter of record only



## ELDERS IXL LIMITED

## ELDERS FINANCE &amp; INVESTMENT CO. LIMITED

U.S. \$500,000,000

GLOBAL NOTE ISSUANCE AND STANDBY FACILITY TO SUPPORT THE ISSUANCE OF

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AND U.S. COMMERCIAL PAPER

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CHASE MANHATTAN CAPITAL MARKETS GROUP

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SALOMON BROTHERS INTERNATIONAL LIMITED

BANK OF TOKYO INTERNATIONAL LIMITED

CIBC LIMITED

CREDITANSTALT-BANKVEREIN

IBJ INTERNATIONAL LIMITED

LTCS INTERNATIONAL LIMITED

MITSUBISHI FINANCE (HONG KONG) LIMITED

NIPPON CREDIT INTERNATIONAL (HONG KONG) LIMITED

SANWA BANK MERCHANT BANKING GROUP

THE TOKAI BANK, LIMITED

WARDLEY

YASUDA TRUST EUROPE LIMITED

Managed by

BANK OF NEW ZEALAND

DAI-ICHI KANGYO INTERNATIONAL LIMITED

THE MITSUBISHI TRUST AND BANKING CORPORATION

SUMITOMO FINANCE INTERNATIONAL

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CRÉDIT COMMERCIAL DE FRANCE

CRÉDIT LYONNAIS

KANSALLIS-OSAKE-PANKKI

MANUFACTURERS HANOVER TRUST COMPANY

THE MITSUI TRUST AND BANKING CO. LTD.

SAITAMA INTERNATIONAL (HONG KONG) LIMITED

SECURITY PACIFIC NATIONAL BANK

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Agent

THE CHASE MANHATTAN BANK, N.A.

DECEMBER 1984















Continued on Page 26

Sales figures are unimpressive. Yearly highs and lows reflect the volatility of the market. Current highs, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, the figures are annual distributions based on the latest declaration.

a—dividend also extra(s). b—annual rate of dividend plus stock dividend. c—liquidating dividend. d—called. e—new yearly low. f—dividend declared or paid in preceding 12 months. g—dividend in Canadian funds, subject to 15% non-residence tax. h—dividend declared after split-up or stock dividend. i—dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting. j—dividend declared or paid this year, an accumulation of dividends declared or paid in the preceding 32 weeks. The high-low range begins with the start of trading on next-day day delivery. P/E—price-earnings ratio. n—dividend declared or paid in preceding 12 months, plus stock dividend. o—dividend declared or paid in preceding 12 months, plus stock dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u—new yearly high. v—dividend declared or paid in preceding 12 months or being reorganized under the Bankruptcy Act. w—when issued. x—when by such companies. y—when distributed. z—when issued, with warrants. 1—ex-dividend. 2—ex-rights. 3—ex-distribution. 4—dividend in U.S. dollars. 5—dividend and sales in full. 6—split.



## OVER-THE-COUNTER

**Nasdaq national market, closing prices January**

[illegible]

**Continued on Page 2**

## AMERICAN STOCK EXCHANGE CLOSING PRICES

[illegible]

**TORONTO**  
*Closing prices January*

25	Alt. Price	533	33	33
----	------------	-----	----	----

[illegible]

1550	Geac Corp	\$114	113	112
9588	Geocrude	208	204	204
2900	Gibraltar	\$51	8	8

[illegible]

**Continued on Page 2**

362	218	Andelsbanken .
720	510	Baltic Skand . . .
350	207	CopHandelsbank
450	460	D. Sukkerfab .
335	335	Banken Bank

335	205	Danske Bank
1,900	930	De Danske Luft.

[illegible]

## GERMANY

1984 85		Jan. 11	
High	Low		
115.7	80	AEG-Tele. ....	
1,147	725	Alcan Ventr. ....	
158.9	146.5	BASF .....	
595	129.2	Bayer .....	
595	129.2	Bayer Napp .....	
354	287	Bayer-Verel. ....	
316	311	BHF Bank .....	
403	390.5	BMW .....	
347.5	193.4	Brown Boveri .....	
103.8	103.8	Commerzbank .....	
141.4	107.4	Citil Gummi .....	
103.8	103.8	Deutsche Bank .....	
412	338	Deugguss .....	
152.5	135.5	Dr. Seig Babcock .....	
403.8	302.1	Deutsche Bank .....	
197.8	138.5	Dresdner Bank .....	
103.8	103.8	Elektron. ....	
623	450	Hochbeif .....	
159.5	125.5	Hochst .....	
103.8	103.8	Hochst Werke .....	
466	349	Holzmann (P) .....	
103.8	103.8	Horten .....	
312	210	Horten .....	
363	215.8	Kaufm. ....	
363	215.8	Kaufm. ....	
884.5	811	KHD .....	
78.5	47	Kloenckner .....	
103.8	103.8	Linde .....	
195	133	Lithra .....	
161	125	MAM .....	
103.8	103.8	Mannesm. ....	
605	448	Mercedes Hid. ....	
140	200	Mittelgesell. ....	
1,270	1,000	Muen. Ruer .....	
548	458	Nord .....	
103.8	103.8	Phosph. ....	
288	215	Preussag .....	
198.8	125.5	Rhein West Elect .....	
891	245	Rosenthal .....	
437	355.5	Siemens .....	
198	160	Thyssen .....	
198	160	Verba .....	
188	159.5	Veit .....	
103.8	103.8	W.E. ....	
335	285	Veren West .....	
231.6	165	Volkswagen .....	

1984 85		Jan. 11	
High	Low		K
100	140	Bergens Bank .....	
100	140	Bergens Bank .....	
190	139	Christiansh. Sk. ....	
186.5	142	Den Norsk Credit .....	
100	140	Den Norsk Credit .....	
178.5	132.5	Kvaerner .....	
400	258	Norsk Data .....	
171.5	132	Norsk Data .....	
273.2	172	Storebrand .....	

400	330 AGA.....
302	170 Alfa-Laval ..
480	280 ASEA Free:..
640	300 Astra Free: ..

141	95 Atlas Copco
531	205 Cardo (Fres)

[illegible]

8.14	1.55	Boulevard High
8.14	2.50	Cold Storage .
10.70	4.98	DBS .

6.00	4.62	Genting	
2.81	1.90	Haw Par. Bros	
4.76	2.89	Hong Leung Fin	
3.65	2.31	Indochina Ship	
4.76	3.09	Kuala Lumpur	
4.00	5.26	Malay Banking	
3.22	2.82	Malay Ut. Int.	
3.42	2.82	Martine	
11.80	8.55	OCCB	
5.08	3.35	OVU	
3.05	1.98	Pacific	
2.67	1.63	Sing Samry	
3.95	2.48	Singapore	
6.95	4.34	Strats Trus	
3.69	3.42	Lee Lee Bk.	
5.90	4.10	Thurco	
<b>AUSTRALIA</b>			
<b>1984 85</b>		<b>Jan. 11</b>	
5.93	4.27	ANZ Group	
4.06	2.85	Atlas of Oil	
2.11	1.48	Ampol Pet.	
1.09	0.78	Ashton	
4.00	2.66	Banks	
3.4	2.56	Aust. Guar. Ant.	
2.75	1.80	Aust. Nat. Ind.	
4.84	3.09	Aspac	
6.40	3.30	Bell Group	
3.22	2.02	Bentley	
1.72	1.15	Bomb Corp-High	
4.00	5.02	Boral	
3.00	1.82	Bouquard	
3.62	2.50	Brambles Ind.	
3.62	2.11	Bridge Oil	
6.08	4.00	B.H. Prop.	
6.00	4.46	Can. Pac.	
4.28	2.7	Casle	
3.22	2.02	Cashmere & Ut.	
5.56	4.08	Cem. & Hy.	
4.34	5.50	Coles (C.)	
3.32	2.10	Comcal	
1.30	0.37	Consolidated Pe	
1.5	1.10	Costain Aust.	
0.00	0.00	Dunlop Aust.	
3.53	2.93	Elders Ltd.	
1.80	1.50	Energy Res	
3.95	2.50	Gen. Prop.	
3.95	2.88	Hardin James	
3.95	2.88	Hartog Energy	
2.85	2.95	Harb. Invest.	
2.85	1.75	ICI Aust	
3.95	2.88	Jagah	
0.20	0.1	Kiaora F.P.	
0.20	0.1	Kiaora Gold	
5.5	4.46	Land Lesse	
3.95	2.88	M&B	
3.95	2.12	Mayne Nikless	
3.95	2.12	M&B Emporium	
3.95	2.12	Nat. Aust. Bank	
<b>12.80 8.45</b>			
5.2	2.45	News	
		Nicholas Kiw.	

01	1,270	950 Ajinomoto
60	2,880	1,830 Alps Electric
95	1,410	985 Amada

12	758	405 Aashi Chem
84	920	855 Aashi Glass

[illegible]

53	185	148	Nippon Steel
54	365	304	Nippon Suisa

[illegible]

8. 1990b. Air Ex. Rights, Air Ex.

1.21	0.94	6
3.15	2.4	47
1.40	1.01	5

5.9	4.98	Tooth .....
5.9	4.98	Vampan .....
4.45	5.0	Wadon Mining .....
5.0	5.0	Westpac Bank .....
4.45	5.0	Woolston .....
5.0	5.2	Woolworths .....
5.0	5.50	Wormald Int'l .....

### SOUTH AFRICA

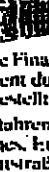
1984/5		Jan. 11
High	Low	
4.2	5.2	Abercon .....
9.75	7.3	AF & P .....
9.25	10.5	Anglo Am. Coal .....
10.0	10.75	Anglo Am. Gold .....
17.85	19.7	Anglo Am. Gold .....
10.0	10.0	Bancays Bank .....
14.95	10.15	Barlow Rand .....
88.5	93.6	Buffs .....
10.0	10.0	Capricorn .....
10.0	10.0	Charlton .....
56.5	56.5	Currance Finance .....
10.0	10.0	Danone .....
53.4	52.5	Gold Fields S.A. .....
6.5	5.0	Highveld Steel .....
10.0	10.0	Impress .....
21.5	12.6	IOB Bazaris .....
10.0	10.0	Johns .....
32	20	Rembrand .....
15.75	12.1	Rennet .....
7.5	7.5	S.A. Brew .....
9.5	6.25	Sage Migs .....
10.0	10.0	S.A. Brew .....
26.75	17.8	Smith & Co .....
13.00	6.75	Imoghat Huilets .....
5.90	4.00	Unusac .....

### HONG KONG

1984/85		Jan. 11
High	Low	
20.7	17.5	Bank East Asia .....
12.5	6.15	Chung King .....
10.0	10.0	Chung King .....
4.35	1.14	East Light .....
4.0	2.95	Hansong Bank .....
10.0	10.0	HK & Nippon .....
5.8	2.78	HK Kowloon Wh .....
10.0	10.0	HL Mand .....
9.4	5.1	HSK Shanghai Bk .....
60	35.5	HL Telephone .....
14.4	5.0	Indochina Wpa .....
1.5	5.5	Jardine Math .....
2.0	1.95	New World Dev .....
4.0	1.1	ONG & Co .....
2.97	2.02	O'Shea Trust .....
1.5	1.5	Shen & Co .....
2.60	1.44	Shing Elect .....
1.5	1.28	Swire Pac .....
2.5	1.2	Swire Pac .....
2.6	1.37	Wong's Ward .....
1.5	1.1	Wheeler .....
4.2	2.85	World Int'l H'g .....

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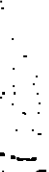


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## INSURANCE, OVERSEAS & MONEY FUNDS

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# E.F. Hutton

market makers

## Sterling FRNs

On Friday 11th January, E.F. Hutton added a comprehensive list of Sterling Floating Rate Notes to the two hundred eurodollar FRNs the Company trades. E.F. Hutton is the first trading house outside the UK merchant banks to make a major commitment to this sector.

For further information or prices call Kathy Nevin, Vice President, FRN sales.

**E.F. Hutton & Company (London) Ltd.,**  
Princess House,  
152-156 Upper Thames Street,  
London EC4.

Telephone 01-626 9541

# CURRENCIES, MONEY and CAPITAL MARKETS

## FINANCIAL FUTURES

LONDON					U.S. TREASURY BONDS 8% \$100,000				
Three-month	High	Low	Prev	Points of 100%	Three-month	High	Low	Prev	Points of 100%
March	90.81	90.86	90.78	90.86	March	71.02	71.16	70.30	71.09
June	90.81	90.82	90.78	90.82	June	70.09	—	—	70.17
Sept	90.71	90.73	90.70	90.75	Sept	69.10	70.01	68.06	69.31
Dec	90.68	90.73	90.61	90.82	Dec	68.03	69.23	66.15	68.15
Est volume 4,800 (4,321)					Est volume 1,219 (1,787)				
Previous day's open int 11,083 (10,425)					Previous day's open int 1,608 (1,457)				

CHICAGO					U.S. TREASURY BONDS (CBT)				
Three-month	High	Low	Prev	Points of 100%	Three-month	High	Low	Prev	Points of 100%
March	90.13	90.38	90.01	90.43	March	70.25	71.16	70.21	71.14
June	90.12	90.28	90.03	90.35	June	70.00	70.24	69.29	70.21
Sept	90.12	90.24	90.08	90.30	Sept	69.10	70.01	68.06	69.31
Dec	90.07	90.18	89.95	90.25	Dec	68.23	69.14	68.20	69.12
Est volume 3,788 (2,120)					Est volume 68-07	68-23	68-05	68-29	68-15
Previous day's open int 5,571 (5,452)					Previous day's open int 67-23	67-23	67-10	67-23	67-15

U.S. TREASURY BILLS (MM)					CERT. DEPOSIT (MM)				
Three-month	High	Low	Prev	Points of 100%	Three-month	High	Low	Prev	Points of 100%
March	105.22	105.00	105.16	105.06	March	91.82	91.80	91.80	91.80
June	105.07	105.11	104.31	105.22	June	91.82	91.80	91.80	91.80
Sept	105.07	—	—	105.09	Sept	91.82	91.80	91.80	91.80
Dec	105.07	—	—	105.09	Dec	91.82	91.80	91.80	91.80
Est volume 13,865 (4,666)					Est volume 89-53	89-53	89-53	89-53	89-53
Previous day's open int 4,317 (3,720)					Previous day's open int 4,288 (4,387)				

STERLING £25,000 \$ per £					JAPANESE YEN ¥12.5 \$ per ¥100				
Three-month	High	Low	Prev	Points of 100%	Three-month	High	Low	Prev	Points of 100%
March	1.1253	1.1255	1.1250	1.1250	March	1.1150	1.1150	1.1150	1.1150
June	1.1253	1.1255	1.1250	1.1250	June	1.1150	1.1150	1.1150	1.1150
Sept	1.1253	1.1255	1.1250	1.1250	Sept	1.1150	1.1150	1.1150	1.1150
Dec	1.1253	1.1255	1.1250	1.1250	Dec	1.1150	1.1150	1.1150	1.1150
Est volume 209 (1,490)					Est volume 1 (2)				
Previous day's open int 4,288 (4,387)					Previous day's open int 119 (118)				

WEEKLY CHANGE IN WORLD INTEREST RATES					GNMA (CBT)				
Three-month	High	Low	Prev	Points of 100%	Three-month	High	Low	Prev	Points of 100%
March	124.90	125.30	124.35	125.30	March	69.06	69.13	69.01	69.14
June	125.00	125.00	124.35	125.00	June	67.25	—	—	67.25
Sept	125.00	—	—	125.00	Sept	67.25	—	—	67.25
Dec	125.00	—	—	125.00	Dec	67.25	—	—	67.25
Est volume 154 (67)					Est volume 65-11	65-11	65-11	65-11	65-11
Previous day's open int 948 (943)					Previous day's open int 948 (943)				

Previous day's open bid and asked (cents)					World Interest Rates				
WEEKLY CHANGE IN WORLD INTEREST RATES									
Jan. 11 change					Jan. 11 change				
LONDON					NEW YORK				
Base rates	10 1/4		+ 1		PRIME RATE	10 1/4		Unch'd	
7 day interbank	9 1/4		+ 1/4		Federal Reserve	9 1/4		+ 1/4	
3 month interbank	10 1/4		+ 1/4		5 mth. Treasury Bills	7 1/4		- 0.05	
Treasury Bill Tender	10 1/4	10 1/4	+ 0.0275		5 mth. Treasury Bills	8.01		- 0.15	
Bank 1 Bill	9 1/4		Unch'd		5 mth. C.D.	8.00		- 0.05	
Bank 3 Bill	10 1/4		+ 1		FRANKFURT				
Bank 6 Bill	10 1/4		+ 1		Lombard	5.50		Unch'd	
5 mth. Treasury Bills	10 1/4		+ 1		1 mth. interbank	6.00		Unch'd	
1 mth. Bank Bills	10 1/4		+ 1/4		3 mth. C.D.	5.75		- 0.05	
3 mth. Bank Bills	10 1/4		+ 1/4		PARIS				
TOKYO					Intervention rate	10 1/4		- 1/4	
One month Bills	6.2175		Unch'd		3 mth. interbank	10 1/4		- 1/4	
One month Bills	6.28125		Unch'd		3 mth. C.D.	10 1/4		- 1/4	
BRUSSELS					MILAN				
One month	10 1/4		Unch'd		One month	15 1/4		Unch'd	
Three month	10 1/4		Unch'd		Three month	15 1/4		Unch'd	
AMSTERDAM					DUBLIN				
One month	5 1/4		Unch'd		One month	14 1/4		Unch'd	
Three month	5 1/4		Unch'd		Three month	14 1/4		Unch'd	



## FINANCIAL TIMES SURVEY

## International Telecommunications

The once-traditional structure of the worldwide telecommunications sector is now being shaken to its foundations by a confluence of economic, technological and political forces.

## Year of dramatic upheavals

BY GUY DE JONQUIERES

THERE CAN be few years in the history of telecommunications which have seen as many dramatic upheavals as 1984. In the past 12 months change has been piled upon change in a dizzying rush of events which is reshaping large parts of the industry worldwide.

A brief, and by no means exhaustive, list tells the story:

● January: American Telephone and Telegraph is broken up in the largest corporate divestiture in history. Its Bell System local telephone companies are organised into seven independent, regional groups.

● March: The West German government announces plans to create an official committee to examine the country's long-term telecommunications strategy and the operations of its national Post Office, the Bundespost.

● July: Standard Telephones and Cables of Britain, the world leader in submarine cables, bids for ICL, the largest U.K.-owned computer company. STC says that the merger will equip it to tackle emerging markets created by the convergence of computing and communications.

● October: MCI and GTE Sprint, two U.S. long-distance telecommunications carriers, trigger a transatlantic price war by announcing plans to start low-cost services to Europe,

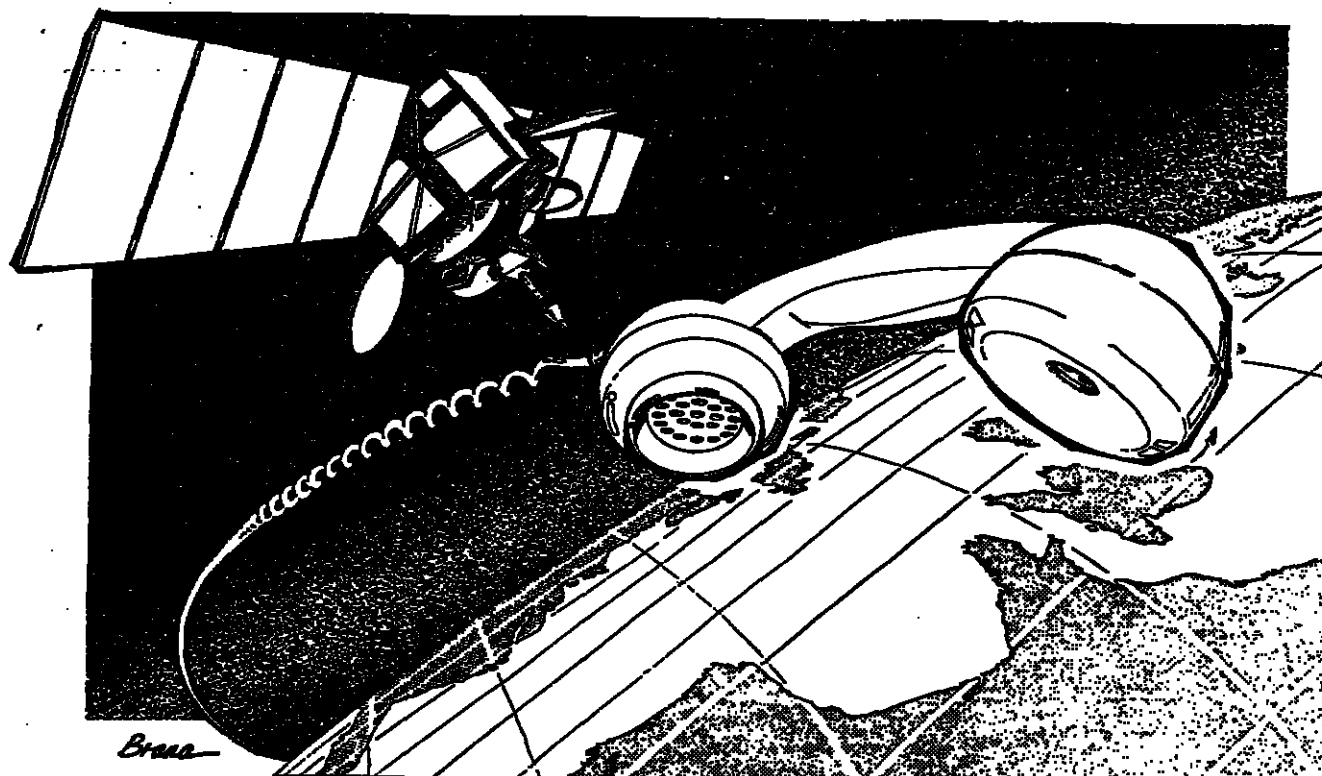
challenging AT&T's international monopoly. AT&T responds by cutting transatlantic tariffs by 29 per cent.

British Government rejects as anti-competitive a proposal by British Telecom and IBM of the U.S., the dominant computer manufacturer, to launch jointly an electronic information network.

● November: Just over half of British Telecom is sold to investors for almost \$1bn in the world's largest stock market flotation.

IBM wins U.S. Justice Department approval to take full control of Rolm, the leading U.S. supplier of digital private branch exchanges (PBXs).

● December: Japanese Parliament (Diet) approves plans to open its national telecommunications market to competition and sell shares in its domestic monopoly carrier, Nippon Telegraph and Telephone, to the public.



These developments reflect in different ways a confluence of economic, technological and political forces which are shaking the traditional structure of telecommunications to its foundations and erasing the rigid demarcation lines which have long kept it a separate and self-contained industry.

In almost every country, telecommunications was until quite recently deemed to be first and foremost a public service. There was a widespread consensus that, because the planning and operation of public networks involved sizeable economies of scale, considerations of efficiency made the industry a "natural" monopoly, to be entrusted to a single carrier.

The goal of universal telephone service—provided on the

same terms everywhere—coupled with the desirability of attracting as many subscribers as possible, led to the emergence of pricing structures and practices based on social objectives rather than strictly commercial ones.

## Investments

An elaborate system of cross-subsidies grew up, whereby profits from high-volume activities with low fixed costs, such as long-distance calls, were used to keep down tariffs for unprofitable businesses such as residential service. Investments were based on engineering criteria rather than the commercial return they were likely to generate.

A series of hammer blows is

now chipping away at this comfortable, predictable world. The convergence of computing and telecommunications around microelectronics is changing the whole nature of the industry's business. The emergence of digital communications systems is erasing the distinction between voice and data traffic and spurring the development of "value added" services which combine the transmission, processing and storage of information.

The application of new technologies is turning the industry's economics upside down. Some activities which used to require huge capital investment costs have become dramatically cheaper, lowering the economic barriers to market entry which have traditionally

underpinned monopoly. Rapid advances in satellite technology have made it possible to establish quickly long-haul, broadband communications links at costs which are independent of distance. Techniques such as microwave radio, cellular mobile telephony and cable television offer an increasingly economic means of bypassing local telephone networks.

On the other hand, some costs which were traditionally relatively low, have started to soar. The shift from mechanical to computerised public exchanges has created a need for vast amounts of expensive specialised software. The investment to develop a new generation of digital exchanges is close to \$1bn—requiring sales totalling

as much as \$14bn to ensure a profit.

As a consequence, public network operators worldwide are becoming more cost-conscious and turning to practices such as competitive bidding and multiple sourcing for large equipment orders. That in turn is putting more pressure on their suppliers, particularly in Europe, where the equipment industry is starting to look seriously overcrowded.

The U.S. has responded to these developments by adopting policies of sweeping deregulation and restructuring which are explicitly intended to encourage more vigorous competition. In the past few years some U.S. markets, notably long-distance services, have become a free-for-all, as new entrants jostle for position.

A heavy price has been paid for the break-up of the Bell System in terms of higher local telephone charges, service dislocation and general confusion among customers. However, on the other hand, customers have benefited from lower long-distance tariffs, declining equipment prices and a rapidly expanding choice of products and services.

Both the UK and Japan have concluded independently that the traditional structure of their telecommunications industries was hindering innovation and efficiency. In both cases, it has been decided that rigid state monopolies operating in civil service lines are ill-equipped to respond to the challenges of fast-moving markets.

## Complex

However, both countries have gone less far than the U.S. in opening the doors to competition and are adopting a more managed approach to deregulation. In the UK, British Telecom's market dominance remains largely intact, and the main benefit to customers so far stems from the more responsive and commercial attitude which

CONTINUED ON PAGE 14

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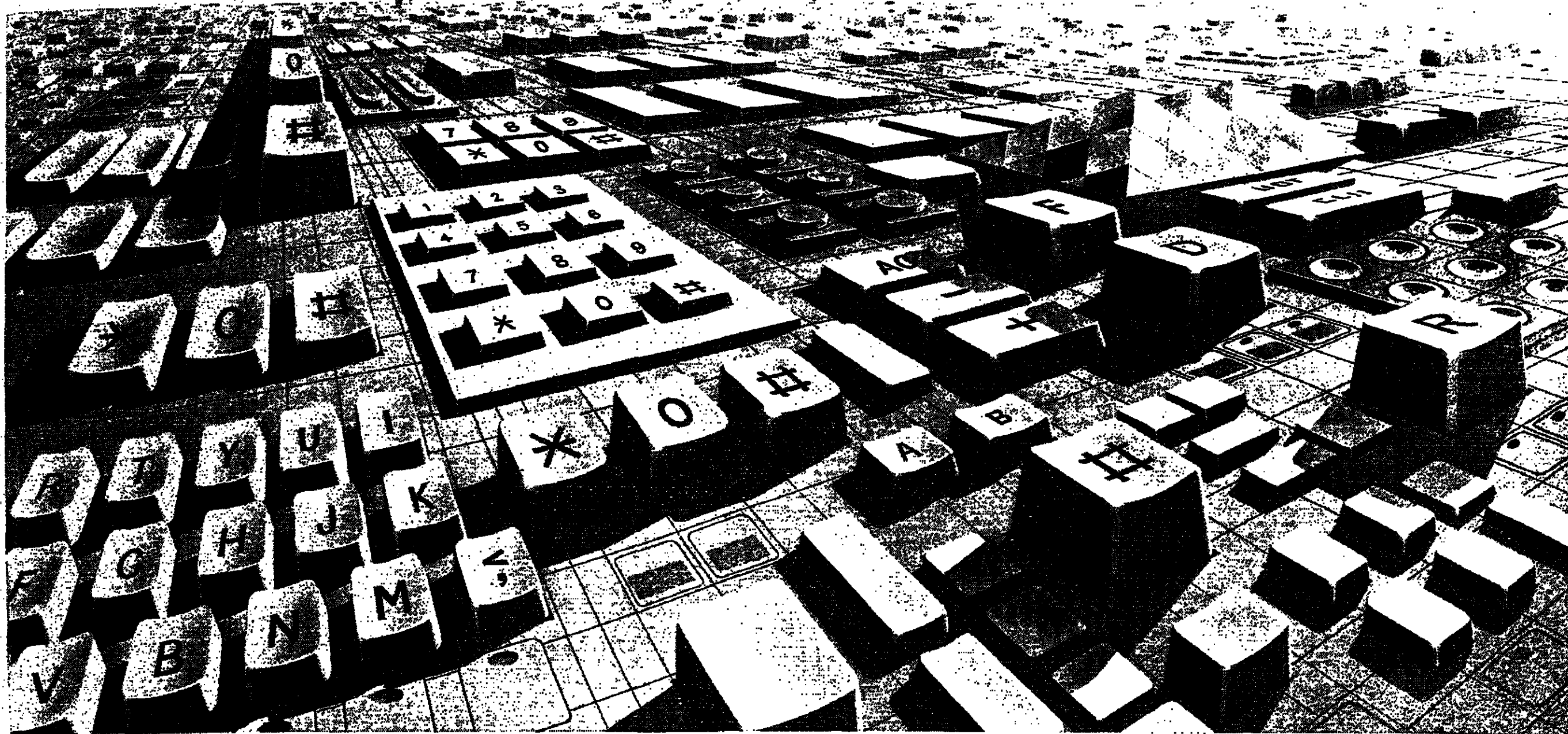
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**PLESSEY**





## International Telecommunications 2

## A diminished U.S. giant finds a learning curve

AFTER 103 years as a regulated monopoly delivering reliable, cheap basic telephone service, the new American Telephone and Telegraph (AT & T) experienced a bumpy beginning in its first year as a slimmed down giant competing in new unregulated markets.

Profits have failed to match up to projections and questions have been raised about the new AT & T's ability to deliver and market new customer products and services in a fiercely competitive environment.

For many AT & T employees, used until recently to working in a stable, protected environment, bonuses, were the norm and a job was usually for life, the break-up of the world's largest corporation, at the start of 1984, has required the assimilation of a new corporate culture.

But despite its problems, AT & T has tremendous resources and is striving to prove that it also has the ability to learn and adapt to the new challenges it faces.

"The people who are staying with the company are people who understand that a new day has dawned for AT & T and who want to be in on the action," commented Mr Charles Brown, AT & T's chairman, last month.

Mr Robert Allen, AT & T's executive vice president in charge of administration and finance, was the need for a change in corporate culture was "overstated." He accepts, however, that there has been an "evolutionary" change as AT & T's workforce has begun to focus more clearly on defining consumer needs, identifying markets, speeding the production process and making it more efficient.

"There is nothing that shocks more than to lose in the marketplace, an experience that in a reasonably protected environment we did not fully appreciate," says Mr Allen. Now he says "we are on the short learning curve."

Many AT & T employees have had to learn new skills and new ways of doing business. "There has been a lot of learning among our employees,"

AT & T  
PAUL TAYLOR

admits Mr Allen, although he adds that he believes the worst is now past.

Some of this anxiety has stemmed from the structural re-organisation underway at AT & T. Essentially this re-organisation has focused on switching from a structure based on functions, to one based on lines of business bringing together research, manufacturing, marketing and sales units under one of five market-orientated divisions of the new AT & T Technologies Group.

## Major thrust

A second major thrust at the new AT & T has been towards greater cost control and cost reduction—a process which many industry experts believe was long overdue anyway.

In an effort to cut costs and modernise, four ageing Western Electric factories are being closed.

Mr Jim Olson, chairman of AT & T Technologies, set a 20 to 25 per cent target for overall cost reduction for his group last May. "We are not there yet but we are well over half way," says Mr Allen.

In other actions, salesmen's high salaries are being replaced with low-base salaries and bonuses, employees are being held more accountable for performance, new accounting

systems have been introduced, management wages have been frozen, headquarters staff have been slashed and voluntary retirement programmes introduced for the first time.

In the past year, 13,000 "positions" have been eliminated and the total workforce has been trimmed from 374,000 to 369,000. Further job cuts are expected—but on a more limited scale which Mr Allen refers to as "fine tuning."

"We entered this new competitive world with a cost structure that is too high," admits Mr Brown. "We are very serious about bringing our cost down."

Indeed, the company's financial performance to date has been another source of anxiety, not only to AT & T managers and employees, but also investors.

AT & T's earnings have fallen well behind the projections made by the company ahead of the breakup and in the 1984 third quarter sales in both the Technologies group and AT & T Communications, which provides long-distance telephone services, fell from the previous quarter.

Nine month earnings of \$1bn or 91 cents a share represented just 45 per cent of AT & T's pre-divestiture projection of \$2.02 a share in full year net earnings. Indeed, with Wall Street analysts now projecting full year earnings of around \$1.48bn or \$1.35 a share, earnings will barely cover AT & T's \$1.20 full year dividend reaffirmed by AT & T's board last month.

"We predicted we would face a tough first year and we have proven that ourselves," says Mr Allen. Along with Mr Brown and other senior AT & T executives, he argues that much of the shortfall in projected earnings reflects the slower-than-expected regulatory action in Washington on such crucial issues as the level of residential end-user

## The goals

Those goals include a 17.6 per cent return on equity in the telecommunications division in the near term and a 20 to 25 per cent or higher return for the Technologies group.

To achieve those goals, AT & T will have to work hard. But despite some setbacks, it is already showing it knows what must be done and has the determination and financial muscle to succeed. In the long-distance telephone business where AT & T faces fierce competition from cut-price carriers such as MCI and GTE Sprint, its newly aggressive marketing tactics have surprised competitors and won praise—despite the grumbles of consumers confused by the changes and angered by service and installation delays.

AT & T's chairman admits there have been problems, but the company acted quickly setting up a task force to sort out post-divestiture delays. As a result, service orders are now back to near normal and the backlog in private line orders has been reduced from 44,000 in mid-summer to under 18,000.

In the market for network switches, AT & T is "rambling up" production of its SESS digital switch and has formed joint ventures with Philips of Holland, South Korean and Taiwan companies to market the product overseas. In 1984, AT & T shipped 147 digital switches with 2.5m lines of capacity compared to 27 switches with 180,000 lines in 1983.

AT & T regional holding company results									
Name	3rd qtr revenue \$m	3rd qtr net income \$m	3rd qtr EPS	9 mths revenue \$m	9 mths net income \$m	9 mths EPS	1984 EPS Estimate	Access lines	Access lines
AT & T	8.01	317.0	0.23	24.78	1,000.0	0.31	1.38	n.a.	14,387,000
Ameritech	2.11	286.0	2.72	6.21	788.0	8.10	18.50	14,585,000	14,585,000
Bell Atlantic	2.01	249.3	2.54	5.99	732.0	7.51	10.15	13,355,000	13,355,000
Bellsouth	2.38	326.0	1.11	7.00	894.4	3.06	4.10	13,040,000	13,040,000
Nynex	2.42	262.8	2.66	7.06	724.1	7.44	9.85	11,237,000	11,237,000
Pacific Telesis	1.98	229.3	2.23	5.75	659.5	6.45	8.50	10,907,131	10,907,131
Southwestern Bell	1.836	242.4	2.47	5.3	659.5	6.78	9.00	10,747,900	10,747,900
U.S. West	1.86	228.3	2.39	5.403	624.3	6.61	8.90		

\* Standard & Poor's Outlook

† Earnings per share

Research by Ruks Nachoms

switches, AT & T is "rambling up" production of its SESS digital switch and has formed joint ventures with Philips of Holland, South Korean and Taiwan companies to market the product overseas. In 1984, AT & T shipped 147 digital switches with 2.5m lines of capacity compared to 27 switches with 180,000 lines in 1983.

This year, Mr Brown says, the company expects to ship 325 SESS switches with 6m lines. It is, however, AT & T's push into the unregulated office equipment and computer market which has perhaps drawn most attention — with success and some disappointments.

The new products have included the PC8300 personal computer, the 3B line of business computers and its system 85, system 78 and Merit FEXs.

There is little doubt inside or outside AT & T's plush new mid-town Manhattan headquarters building that it is the convergence of telephone and data processing technologies that provides perhaps the greatest challenge for AT & T, which, with \$39bn in assets is about the same size as International Business Machines — increasingly seen as the arch rival.

IBM's recent acquisition of Rolm, the West Coast PBX-maker, is seen by AT & T executives as a key strategic move by Big Blue — one which further signals IBM's intention to go "head-to-head" with AT & T — a challenge which AT & T has signalled it intends to meet with its own products and, where necessary, others brought in.

AT & T's move six months ago into the personal computer market with a machine made by Olivetti, the Italian group in which AT & T has acquired a 25 per cent equity stake, immediately raised the stakes in a battle which is now frequently depicted as a future "clash of the Titans."

While AT & T's initial entry into the personal computer market has disappointed some observers, AT & T executives express no such reservations —

"we have not made a big dent, but it would be surprising for anyone entering a new market that competitive with such formidable competitors to make a big dent in six months," says Mr Allen.

## Enthusiasm

AT & T executives also express strong enthusiasm and confidence in their new international partnerships, including the Olivetti link-up, despite some hints of early teething problems.

"New marriages are not without adjustments," says Mr Allen, but he adds: "We have been meeting recently to strengthen the relationship and to work out any hitches that may exist and to make plans for the future."

This year another flood of new products, including office

work stations, from the Olivetti partnership, and improvements to the AT & T line of 3B computers are promised "fleshing out" the product line and confirming what Mr Brown terms AT & T's "intention to be a complete vendor of office automation systems."

"We intend to be in the marketplace, we have the staying power and we have the skills and technology," says Mr Allen. "The new AT & T may have set off to a rocky financial start but no one underestimates AT & T's determination to succeed."

The Bell system breakup is one-year-old and its repercussions are already being felt throughout the world telecommunications industry. It may be a decade before the market settles down. In the meantime, from the new AT & T's perspective, it is just the end of the beginning.

## Changes will toughen competition

U.S.  
long-distance  
services  
PAUL TAYLOR

THE BREAK-UP of the Bell system has created unprecedented opportunities—and risks—perhaps nowhere more so than in the U.S. long-distance telephone market.

AT&T and its long-distance telephone service—rivals emerged from 1984 battered and bruised—but having learnt one clear lesson: selling long-distance telephone service is a cut-throat business in a changing environment where marketing is crucial and the customer is king.

"It is intensely competitive," says Sam Wilcoxon, executive vice-president for marketing at AT&T Communications, the AT&T unit responsible for long-distance service.

The new AT&T entered divestiture still with the lion's share of the \$45bn a year U.S. toll market but with other common carriers like MCI, GTE's Sprint, ITT and IBM's Satellite Business Systems, snapping at its heels.

The divestiture agreement set in motion a process designed eventually to create "a level playing field" for competition in the long-distance market, and a marketplace in which customer charges would more closely reflect costs. The impact of this radical change is already being felt.

Central to this strategy is the notion of "equal access" to the local telephone system for all long-distance competitors. For the first-time customers will be free to choose their long-distance carrier and place toll calls without the need to punch in a string of extra digits.

The move to equal access, in which customers are being asked to choose their favoured long-distance carrier began in Charlotte, West Virginia in July and will be completed by September, 1986.

Other carriers are also investing heavily. MCI spent \$1bn to expand its service last year and will spend the same again in 1985. GTE, which invested almost as much in Sprint, actually had to stop accepting new customers at one stage last year because it ran out of capacity.

These factors have faced MCI and AT&T's other cut-price competitors with a cash squeeze. Both MCI and GTE reported big gains in the number of customers but lower revenues and profits in the September quarter. MCI's profits fell by 86 per cent while GTE's communications services division, which includes Sprint, lost \$1.7m.

Most Wall Street analysts expect a substantial shake out in the industry before the pricing structure stabilises. Many believe that the number of long-distance carriers could drop from around 400 currently to about 20 with the bulk of the business accounted for by a handful of big companies.

What is already clear is that the structure of the long-distance telephone market is undergoing a fundamental change. The old pre-divestiture Bell system together with the independent telephone companies commanded an over-

whelming market share, in terms of revenues, customers and line-minutes.

AT&T itself, excluding the Bell operating companies, had revenues of \$26.13bn from inter-exchange business in 1983 compared to \$3.823bn for the other common carriers.

The rest of the \$45bn market was accounted for by the Bell operating companies themselves, the independent telephone companies and by private microwave companies.

Some confusion surrounds the current break-down and definitions of the market. But AT&T Communications while it still has 80m residential and 7m business customers, says that its revenue terms its market share is now down below 60 per cent and is still slipping. However, the rest of the group of the market, AT&T Communications should still be able to increase its revenues in absolute terms.

AT&T efforts to dispel what it sees as the myth of its market dominance reflect its concern that it itself should now be given fairer treatment by the regulators.

In particular, AT&T wants the FCC to change the rules which force it to file time-delaying tariffs for changes and, at least for the moment, pay access charges that are 55 per cent higher than its rivals. It would also like the FCC to allow it to earn a more flexible rate of return on its investment rather than the current 7.6 per cent fixed ceiling—a ceiling which its average 11.5 per cent return in the first nine months last year failed to match.

Whatever happens to the structure of the industry, MCI and GTE will be the main beneficiaries among the survivors and Wall Street expects the financial muscle of their parents will probably ensure the survival of ITT's service and that of SBS which has yet to make a profit.

Uncertainty

There is much more uncertainty about the hundreds of smaller companies—and the resellers like Alnet who have prospered until now by leasing or buying lines at a discount from AT&T and other major carriers—and then repackaging them for their own customers. The battle has already claimed some victims. U.S. Telephone, once a leading reseller, was acquired last year by United Telecommunications, the large independent telephone company. LDX and Lexitel, two other resellers, merged in July and Ford Aerospace and Communications acquired Starnet, a California-based reseller.

What is clear is that improved margins are expected as the market settles down. For Wall Street analysts believe margins will ever be as high as before divestiture.

The other side of the coin is that at least in long-distance telephone market, the customer accountants have benefited in terms of cost—even if he remains thoroughly confused about the changes.

Last year, long-distance rates fell by between five and six per cent partly offsetting local telephone charge increases and "access fees" which have already been introduced by the U.S. Federal Communications Commission for business customers and will be phased in beginning in June for residential telephone subscribers.

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Telephone: 0372 379442 Telex: 917187 TIE UK



## International Tele communications 3

## Regionals are riding high

THE SEVEN regional telephone holding companies were called Ma Bell's "orphans" when they were spun off a year ago in the biggest-ever, court-ordered divestiture. The regional holding companies—each a giant in its own right—faced an uncertain future in a fast-changing industry.

One year later, many challenges still remain but the new "seven sisters" have already proved they can stand on their own. Their profits have been higher than projected, dividend increases are expected and share prices are riding high, outperforming the market.

They have controlled costs by trimming staff and proved fast learners in the marketing game. What is more, they have begun to express their independence by challenging AT & T for contracts, ordering equipment from some of their parent's old rivals and aggressively fighting for the right to enter new and unregulated businesses.

In 1984—or 1 AM (after divestiture)—as last year is now known—much to the surprise of Wall Street, it has been the regionals who have stolen the show.

After a somewhat hesitant start, the share prices of the seven regionals have soared. By last month, the group's share value had increased by almost 20 per cent while the S & P 500 index increased a mere 1.9 per cent, share prices have been bolstered by healthy earnings and high dividends.

## Strong growth

In contrast to their old parent, the per share earnings of all seven regionals had more than doubled their annual dividend by the end of the third quarter and Wall Street telecommunications analysts are now looking for first quarter dividend increases of between five and seven per cent.

"The fundamentals of the local exchange industry are both sound and improving," says Neil Yelvey, a Salomon Brothers telecommunications expert.

The strong growth in the U.S. economy has helped the regionals. But with local telephone service still providing over 85 per cent of their revenues, their success in winning rate increases from state regulators and an impressive, and largely unexpected, drive to cut costs and staff have been major factors in their performance to date.

U.S. West, for example, has trimmed its workforce since January 1, 1984, by more than 3,000, while Nynex has cut more than 2,500 jobs. Meanwhile, while revenues have fallen

able profit for their parent companies by the end of the decade," says Mr Neil Yelvey in a recent Salomon report. Already these non-regulated businesses are beginning to contribute to the bottom line at some of the regionals.

Most of the regionals are already selling private branch exchange equipment (PBXs) sold by Northern Telecom and other AT&T rivals.

By some estimates, their share of the equipment market could rise from nothing to perhaps 25 per cent within a few years. Ameritech's equipment subsidiary, one of the most aggressive, sold over \$100m of telephones, office communications and data transmission last year.

A Nynex subsidiary has begun opening Data stores that offer a wide range of telecommunications and computer products—including IBM products—to small business and professional buyers and last month signed an agreement with Data General, the computer group, to offer Data General's complete line of products.

Nynex Business Information Systems president, Mr Richard Santagati, noted: "Business customers no longer are satisfied with communications companies that can meet some of their needs. They want one company, one source that will investigate their communications and information needs and design an integrated system that truly works."

A unit of Southwestern Bell has won a joint venture five-year contract to sell Yellow-Page advertising in Australia and several of them are venturing into the property business.

## Challenge

The Bell companies are also beginning to challenge AT&T's dominance of complex leased business equipment by cutting prices and reviving a system called Centrex which offers customers many of the advantages of an in-house PBX.

Other Bell companies are seeking permission to offer high speed computer communications using new digital switches they are installing at rapid pace. Most have become involved in the explosion of cellular car telephone systems and some are edging towards offering interactive cable TV and video services.

But they have also already gone further than perhaps was ever anticipated in challenging the basic barriers implicit in

the divestiture agreement which separate regulated local telephone services from non-regulated businesses.

Last month, with the backing of the U.S. Federal Communications Commission (FCC) they won an important ruling from Judge Harold Greene—architect of the Bell system break-up.

The ruling will permit six of the seven Bell companies, through separate subsidiaries and with certain limitations, to proceed with plans to enter new businesses including computer and office equipment sales, property services and a variety of foreign ventures.

## Approval

Judge Greene's ruling allows Nynex, Pacific Telesis and Bell South to sell office equipment, computers and services. In addition, Bell Atlantic was given permission to acquire Tri-Continental, an office equipment leasing company, and Sorbus, a Philadelphia computer maintenance company. Bell Atlantic has already acquired an Atlanta-based paging company.

U.S. West and Pacific Telesis won approval to provide property services and U.S. West was given permission to go ahead with a cellular radio system for the Gulf of Mexico.

West and Ameritech were given approval to set up overseas subsidiaries which will provide consulting services, training, engineering, design, construction and other services and be allowed to sell computer and telecommunications equipment and software overseas.

These new ventures represent an important toe-hold for the regionals in high-margin value added services and the ruling is expected to be the first of many on similar applications.

Despite this relatively rosy outlook, the Bell regionals do however, face a series of serious challenges. Among these, some state regulators are beginning to pare back rate increases and are considering allowing new local competition for local telephone service.

By the end of this century, many Wall Street analysts believe all local exchange operators will face considerable competition.

Part of this competition is likely to take the form of "by-pass" systems used by large business customers to route calls without entering the local telephone network. Since business customers generate a disproportionately high per-

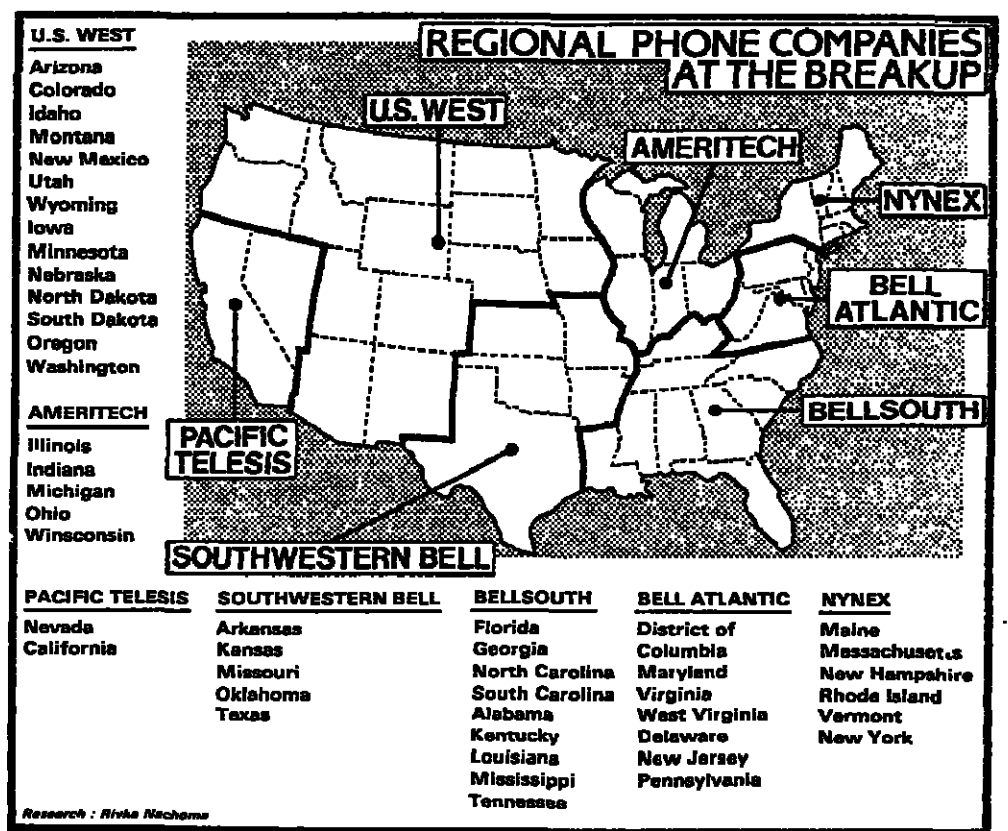
centage of the regional's revenues, by-pass represents a potentially serious threat.

State regulators may be inadvertently encouraging by-pass by perpetuating a charging structure still unrelated to costs and which effectively means business customers subsidise private subscribers.

For example, Pacific Telesis estimates that the cost of providing an individual subscriber with a dial tone is \$28 a month. Even with a recent rate increase an individual subscriber is still only paying \$8.25 a month for the line.

Another potentially serious challenge comes from the possibility that AT&T will set up its own billing systems for long-distance customers—a move which could deprive the regionals, who currently provide the service on contract, of perhaps \$2.5bn a year in revenues.

For the moment, however, the regionals have generally delivered on their promise at divestiture. The parts do indeed appear to be worth more than the whole.



## Battle of the Titans

## U.S. equipment manufacturers

LOUISE KEHOE AND PAUL TAYLOR

THE CONVERGENCE of telecommunications and data processing technologies into the field of digital communications is dramatically reshaping the telecommunications equipment industry. Coupled with deregulation of the U.S. telephone system and the break-up of AT&T, the spread of digital communications has created a new and fiercely-competitive environment for all types of communications apparatus.

Over the past year this has been particularly evident in the market for "private branch exchanges" (PBXs), systems that automatically direct message calls between anything from a dozen up to 1,000 or more telephones, computers and terminals.

The PBX market has come to exemplify the clash of the Titans of each of the traditional

business sectors—AT&T, the communications giant, and IBM, the master of the computer universe.

AT&T used to virtually own the PBX business. Ten years ago Western Electric (now part of the new AT & T Technologies group) supplied about 85 per cent of such equipment used in the U.S. Today the picture is very different as new and aggressive U.S. companies and foreign competitors from Japan and Europe have moved into the market.

The new AT & T is struggling to hold on to a 30 per cent market share. Its closest rivals are Rolm and Northern Telecom, both of which claim about 18 per cent of the \$3bn business.

Other major competitors include Mitel of Canada which has just over a 10 per cent share of the market and, despite problems, still dominates the low end of the market, Siemens of West Germany, L. M. Ericsson, Nippon Electric and ITT.

IBM's recent acquisition of Rolm has placed the computer company in direct competition with AT & T. Although IBM has been developing its own

PBX technology for several years (having pulled out of a venture with Mitel in 1983 when the Canadian company ran into delays with its SX-2000 switch) and was widely expected to challenge the current market leaders with its own office communications systems, the new IBM/Rolm alliance gives IBM an immediate and strong position in the field.

The PBX is now widely seen as the controlling element in office automation—the hub to which all other equipment will be attached. PBXs use ordinary phone lines to send messages, so they are cheaper and easier to install than alternative networking systems such as local area networks.

The local area network (LAN) was once regarded as a competitive approach to the problem of stringing together hundreds of pieces of office equipment, but is now seen as a complementary sub-set of the office network. The PBX, according to most analysts, will become the universal switching system.

The PBX market can be divided into several distinct sectors: under 200 lines, 200 to 500 lines, and systems capable

of handling 500 lines and more—including the big network switches used by local telephone companies. The factors affecting the purchase decision, the channels of distribution and the competition, are quite different in each sector.

Over the past year, the under 200 line sector has been growing rapidly. Major competitors here include Mitel, Rolm, Siemens and AT & T. These "small" PBXs are sold to small businesses and pricing is highly competitive. By 1990 this section of the market alone will total over \$4bn, according to the analysts L. F. Rothschild.

In the 200-to-500 line sector of the market, AT & T, Rolm, Northern Telecom, Mitel and YPT are the major competitors. Other companies like Intercom, which is 20 per cent owned by Wang, the major office automation supplier, have also emerged as serious contenders in this section of the market. Intercom, with its range of voice/data switching equipment, is 20 per cent owned by Wang, a major office automation supplier.

Manufacturers scramble to boost output: see page 12

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## International Telecommunications 4

State telecommunications authorities as well as equipment-makers are coming under growing pressures

## Long-established policies face big challenges

**PRESSURES** for change are crowding in on Europe's telecommunications industries from all directions. Rapid technological innovation, radical shifts in economics and the backwash from U.S. deregulation are combining to challenge the stability of long-established policies and institutions.

Historically, the framework within which telecommunications has developed since early this century has been broadly the same throughout Europe. In most countries it has been regarded as a "natural" monopoly, justified by social objectives and by economies of scale which argued in favour of a single national network operator.

Many of the problems confronting European countries today are also similar. Evolving technology has extended the boundaries of telecommunications far beyond basic telephone service and has thrust it into the forefront of the emerging information economy. As new products and services proliferate, customer demand for much wider freedom of choice are growing apace.

State telecommunications authorities (PTTs) are coming under growing pressure, either to become more flexible and responsive to a much more vigorous market, or to permit deregulation of some activities which have in the past been the exclusive domain of monopoly privilege.

## The European scene

GUY DE JONQUIERES

At the same time, Europe's leading telecommunications equipment manufacturers faced increased uncertainties. Many of them have long operated almost as extensions of state monopolies and have been supported by their national PTTs, which have provided a captive market for their products.

But harsh economic realities are imposing severe strains on these traditional relationships. The costs of developing sophis-

ticated new telecommunications systems are soaring to the point where it is increasingly difficult to recoup them profitably through sales even to the largest European national market. The problem is exacerbated by the near-universal trend among PTTs to split orders for equipment such as public exchanges between two or more competing suppliers.

However, reactions by individual European countries to these challenges have so far been widely divergent. The differences between them have been heightened by the UK's decision to modify fundamentally its telecommunications policies by embarking on a programme of liberalisation and by selling shares in British Telecom to private investors.

The UK's actions have been greeted by bewilderment and disapproval elsewhere. At a Financial Times conference in December, M. Jacques Dondoux, director general of France's state telecommunications authority, rebuked the UK for turning its back on the rest of Europe. Some German critics have accused Britain of naively apeing U.S. deregulation.

None the less, though no other European country seems ready

to plunge down exactly the same road as the UK, several are starting to re-examine existing policies and practices. In the Netherlands, a public debate is under way on proposals to liberalise some aspects of the PTT monopoly.

## Strategy

In West Germany, the federal government recently appointed a committee to study the long-term development of the country's telecommunications strategy and to recommend changes in the policies of the Bundespost (Post Office). Some observers

have forecast that the committee will suggest splitting the postal service from telecommunications and deregulating the supply of subscriber apparatus. Belgium and Spain, as well as British Telecom, have agreed to link up with MCI Communications of the U.S., which is challenging American Telephone and Telegraph's monopoly over transatlantic traffic. France, while condemning the outbreak of competition in international services, has not the least matched recent cuts by AT&T in its transatlantic tariffs.

Just how far these various developments will go is still uncertain. Much may depend

on the balance of political forces in each country. But there is little doubt that proposals for radical changes will face strong institutional resistance from PTTs which have long been accustomed to functioning as largely autonomous entities with wide-ranging authority.

The outlook is further complicated by the role which many PTTs play as instruments of industrial policy. Their technical resources, their expertise, their control over markets and, above all, their massive property power enable them to wield immense influence over local telecommunications and electronics industries.

In France, this role was recently made explicit in the Government's decision to transfer to the Direction Generale des Telecommunications responsibility for directing and funding the country's industrial electronics strategy, the *filieres electronique*.

In the UK, in spite of liberalisation, the Government is encouraging British Telecom to become the country's information technology "flagship". The idea seems to be that BT will assume a patriotic mission, leading smaller companies in an assault on world markets. How that will fit with BT's deter-

mination to adopt a much more hard-headed commercial attitude in future is not clear.

Monopoly practices and protectionism have also enabled most European countries to maintain balanced trade or surpluses on telecommunications equipment. That is in contrast to the sizeable deficits which must suffer on other electronics products such as semiconductors and computer equipment.

However, by sheltering their national markets so extensively, European countries have also kept telecommunications trade within the EEC to a mere trickle and insulated their local industries from the spur of direct competition.

The disadvantages are starting to become increasingly apparent. Denied access to a genuine European market, telecommunications manufacturers are finding it increasingly hard to generate the economies of scale needed to remain internationally competitive. Furthermore, their dependence on monopoly purchasers has meant that few of them have developed the marketing skills needed to perform effectively in open competitive markets.

During the past year, at the prompting of the EEC Commission, PTTs have cautiously begun to discuss ways to lower national barriers to trade. They have agreed in principle to recognise each others' type approval results for subscribed apparatus and to study harmonisation of standards for new generations of equipment and services.

## Momentum

Talks between European manufacturers on proposals for joint development projects have gained momentum in recent months. But so far, no major agreements have been reached. Much depends on whether PTTs are willing to commit themselves to buying the products resulting from such collaboration.

France has been pressing other EEC countries to agree to a reciprocal opening of national markets. However, its proposals for a common market of public exchanges have been spurned by British Telecom, while Franco-German plans to develop jointly a cellular mobile telephone system have also been stalled.

Every European country pro-

claims its commitment to opening a genuine common market; but each, it seems, is waiting for the others to act first. This political hesitation, allied to the formidable technical complexity of standardisation issues, does not provide much optimism that progress will be made quickly.

Meanwhile, commercial pressures on the supply industry seem certain to continue. In particular, the market for digital public exchanges is starting to look dangerously overcrowded, with almost a dozen different manufacturers fighting for survival. This compares with only three or four in the U.S.

Many industry experts expect a major shakeout among European suppliers in the next decade. Ironically, progress towards the creation of a genuinely competitive European market could accelerate that process. The result might be a fitter, though leaner, industry. But that prospect is scarcely likely to convince those companies and countries which stand to lose out that the sacrifice was worthwhile. Everybody, after all, likes to think that he will be the last player left in a game of musical chairs.

## An industry in transition

**THE IMMENSELY** successful stock market flotation of shares in British Telecom late last year marked the culmination of a series of policy measures put into effect by the Thatcher Government which have transformed the UK telecommunications industry in the past five years.

BT's statutory monopoly has been dismantled and replaced by a more liberal regime; Mercury Communications, a subsidiary of Cable and Wireless, has been licensed to compete with BT in offering business communications services and two rival consortia (one led by BT, the other by Racal) have been authorised to operate cellular mobile radio networks.

In addition, the formerly rigid rules governing the supply of apparatus and services have been considerably loosened; companies operating private networks have been permitted limited freedom to extend their use beyond their own internal communication; and a new regulatory system and watchdog authority, the Office of Telecommunications, have been created.

Telecommunications users have undoubtedly benefited from a wider choice of equipment and services and from keener pricing. To a considerable extent, the change in the market has been due to improvements in the performance of BT itself, which has responded to the challenges and opportunities offered by liberalisation with surprising vigour (see accompanying article).

However, though it has gone much further than any other European country in changing the monopoly structure of its

distance and international services. It also enjoys the advantage of having every telephone user in the country as a customer—a strength which gives it better market intelligence than any of its rivals.

The Government's critics have objected that, in these circumstances, the sale of BT shares to the public amounted to little more than privatising a monopoly; and, indeed, that the Government shied away from radical policy actions because these could have compromised its objective of obtaining the best possible price for BT shares from investors.

There is undoubtedly some truth to these accusations. The planned sale of BT shares looked like a high-risk option until shortly before they were issued. The Government was anxious to do everything possible to avoid the political embarrassment which would have resulted if the flotation had failed.

However, there are other reasons, too, why the Government has chosen to temper its reformist zeal with pragmatism. Some of these were crystallised in its internal discussions over whether to break up BT as American Telephone and Telegraph has been dismembered in the U.S., and to sell it off in pieces.

That idea appealed to those ministers favouring more forthright action to promote competition. But a highly effective lobbying campaign by BT itself persuaded the Government to reject the idea.

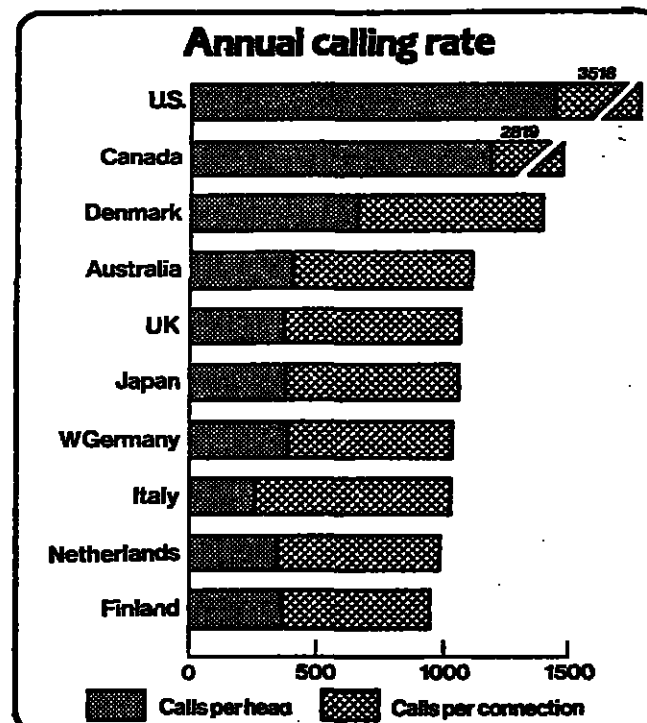
## UK policy changes

GUY DE JONQUIERES

industry, Britain does not yet have truly open competition in telecommunications. It is certainly a long way from the "free-for-all" which has taken place in the U.S. in the past few years.

BT remains overwhelmingly the dominant force in UK telecommunications. It has retained control of all its existing markets and has moved successfully into new ones—for example, the sale of large private exchanges (PABXs), which it did not start supplying until 1983.

It seems certain to keep a de facto monopoly over the local network until at least 1990, and until then Mercury is expected to be its only challenger in long-



● The telephone calls per head in the UK and West Germany are almost the same. An outstanding feature is the annual call rate of Denmark, some 50 per cent higher than that of the UK and Germany.

BT argued that, if intact, it could act as a "flagship" which could lead the UK information technology industry into battle on world markets and also prevent the British market from being flooded by imported equipment.

BT also pointed out that lack of precise financial information about its own operations would make a break-up hard to implement, and that the future of its loss-making businesses would be uncertain if they were separated from the profitable parts.

In the event, the Government has opted for something of a British compromise. BT remains intact but is bound by a number of special conditions in its licence. These include an obligation to continue certain socially necessary services and a requirement to limit rises in its main inland tariffs to three percentage points less than the inflation rate during the next five years.

Both BT and Mercury have been given five years in which to set their businesses in order. The Government has undertaken not to licence any other common carrier to set up in Britain before 1990 and has imposed tight restrictions on the resale of capacity on BT's circuits to third parties.

In the absence of open competition, the task of ensuring fair play falls to the Office of Telecommunications (OfTel) and its director-general, former accountancy professor Bryan Carsberg.

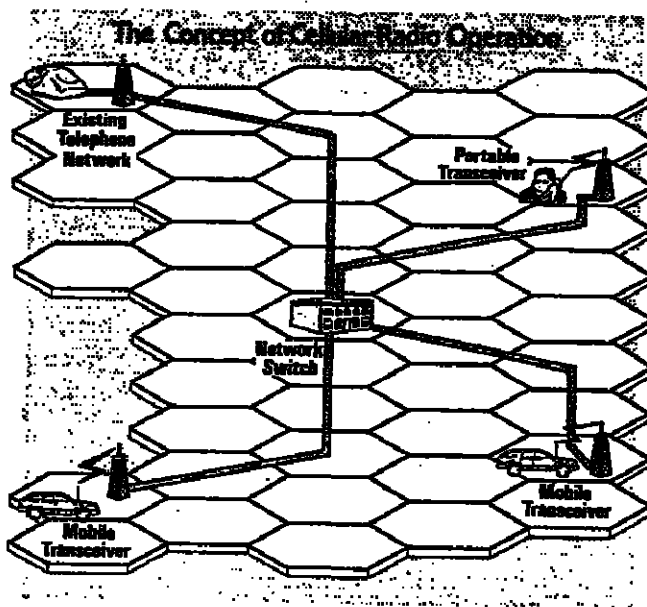
On paper, at least, OfTel enjoys considerable powers. It may direct BT and its competitors to amend their practices and, if it so deems, make references to the Monopolies and Mergers Commission. It may also recommend changes in

## Serious test

However, OfTel has already successfully passed one serious test of its credibility since it was set up last summer. This arose from a request by BT and International Business Machines for a licence to set up a joint subsidiary to operate a sophisticated electronic information network in the UK.

The issue posed a dilemma for the Government. BT contended that it was seeking to enjoy the benefits of the national freedom by undertaking a project which could give Britain a head start in pioneering an exciting new business in which there was likely to be strong international competition.

However, the proposed venture was strongly resisted by many in the UK electronics and computer services industries. In the final analysis, the Department of Trade and Industry decided to go along with OfTel's advice that the BT/IBM proposal should be rejected. OfTel had argued that a joint venture between two companies so dominant in their respective fields would be likely to inhibit potential competition.



● Competition is intensifying between cellular radio-telephone systems. This trend is further examined on Page 12

## Sector has prospect of explosive growth

## Value-added network services

JASON CRISP

VALUE ADDED network service is not a description that trips lightly off the tongue, yet many people in the industry believe VANS will soon become one of the fastest growing and most exciting areas in telecommunications.

According to a recent report from the U.S. consultants Frost and Sullivan, revenues of all VANS in Europe will rise to \$5.7bn by 1990, compared with \$532m last year.

Britain is now the largest market for VANS in Europe and is likely to stay in that position for several years because of the liberalisation of the UK telecommunications environment.

VANS in the U.S. have been completely deregulated—including the straightforward resale of circuits which has resulted in a rapid growth of a great number of services. The range and variety of the services on the telephone network which can be called VANS is enormous—from simple voice services like telephone answering to the sophisticated data communications being used for electronic banking.

The first value added service provider to be given a licence in the U.S. was Telnet Communications, now part of General Telephone and Electronics, in 1973. The main service offered by GTE-Telnet is a packet-switched data network which allows different computers and terminals to communicate with each other.

Other major suppliers of VANS in the U.S. include Tymnet, Graphnet, ITT, Datamex, Inc., ADP's Autonet, Computer, IBM Information Network and Solid State Systems.

VANS have been slower to develop in Europe mainly because they are normally a monopoly of the national telecommunications authority. Increasingly, the telephone authorities themselves are looking to VANS as a way of boosting revenues as they see the size of their networks nearing saturation.

A number of European PTTs have started introducing services such as videotex (like Britain's Prestel service), packet-switched data networks, electronic mailboxes, radio paging, automatic credit card verification and videoconferencing.

The greatest growth in VANS is expected to come in Britain as a result of a considerable liberalisation, part of wider opening of the UK telecommunications. The liberalisation has brought a swift reaction from British Telecom which has introduced a number of new services.

In addition to its pioneering work with Prestel which is now

## UK Operators of VANS

Company (and name of service)	Category of Vans
ADP Network Services	Mailbox, Viewdata
AVS (Context)	Viewdata
Basic Computing Services (Holiday Master)	Automatic ticket reservation and issuing
British Telecom, Business Switchboard (Cable + Satellite Telecommunications Spectrum services + Prestel)	Various
Cable and Wireless (Easylink)	Mailbox (TWX forwarding)
Darcom International (The Darcom Connection)	Conference calls
Datavision Teletextsystems	Viewdata
Datex (Kavay)	Mailbox
Datex (Viewbase)	Viewdata
Digital Paging Systems, Paging system	
Essex Telecommunications, Common base station	
Istel (British Leyland) (Comet)	Mailbox
Istel (Viewshare)	Viewdata
Kensington Databases (One to One)	Mailbox
MDS Computer Systems (WINC)	Mailbox
Nomura International (Capital)	
NVA Consultants	Viewdata
Ocean Transport and Trading	Viewdata
Seaboard (Credit and load management system)	
Telephone Broadcasting Systems (Telemessaging)	Telemessaging
Ticketmaster (Ticketmaster)	Automatic ticket reservation and issuing
Automatic ticket reservation and issuing	
Travicom (Travicom)	
Vitel Group	Viewdata

Source: Department of Trade and Industry

just profitable BT has launched a number of new services under the BT Spectrum banner. The first was Telecom Gold, a joint venture with ITT Datalink of the U.S. to provide an electronic mailbox. Other new services include Telecom Silver (credit card verification), Telecom Red (telephone based security alarms), and Telecom Tan (computer assisted telephone marketing).

BT's most ambitious VANS was a proposed joint-venture with IBM which would have provided a sophisticated system providing "managed data network services" such as advanced electronic ordering, billing and payment systemation.

After strong representation from a number of potential competitors and objections by the new regulatory body the Office of Telecommunications, the Government rejected the proposal.

ICL, the British mainframe computer company recently bought by Standard Telephones and Cables, is co-operating with AT&T in the provision of VANS. ICL is to buy equipment from AT&T as well as link its UK network with the U.S. telephone giant's Net 1000.

ICL intends to provide a network to members of the Arjyle Numbers Association to communicate with each other electronically. This would mean retailers and suppliers would be able to exchange orders, invoices and credit notes with each other electronically.

A number of other companies have applied for licences to provide VANS in Britain and several are in service. These include:

● Electronic mailboxes such as Easylink, run by Cable and Wireless and Western Union, Comet run by Istel part of BT, One to One owned by Kensington Databases, and WINC from MDS Computer Systems part of Mobawk.

● Automatic ticket reservation such as Travicom, Holiday Master and Ticketmaster.

● Videotex companies offering services include ADP Network Services, AVS, Debenhams, Istel and Datavision.

## Definition

The problem which faces all countries—but particularly Britain at the moment—is defining VANS and deciding where a service stops being value added and starts being part of the basic telephone system. The point is critical because if the line is not drawn somewhere it effectively allows companies to compete to provide basic network services.

In the U.S. the Federal Communications Commission eventually gave up trying to define the border between computing and communications.

Value Added Networks in Europe is available from Frost and Sullivan, 106 Fulton Street, New York, New York, or 10-113 Marylebone Lane, London W1.

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# BT's revolution has some way to go

OF ALL the changes which have taken place in the British telecommunications industry since the Government began its liberalisation programme in 1981, probably none has been more dramatic than the upheavals in the organisation and operating methods of British Telecom.

BT is in the midst of something of a management revolution, intended to transform it from a notoriously inefficient civil service bureaucracy, ingrained with a rigid rule-book mentality, into a more tightly-run commercial enterprise which responds aggressively to market opportunities.

The transition still has a long way to go. Many parts of BT are still in considerable turmoil, as its sometimes bewildered staff struggle to adjust to its new role. The quality and reliability of its service—which must contend with the legacy of an antiquated public network—continue to arouse criticism, too.

A blitz on telephone installations has cut the waiting list from 200,000 to around 2,000 in three years, and many of BT's business customers say that it is visibly making a greater effort than in the past to meet their needs.

It has also sharpened up its marketing. It has launched a flurry of new services, such as high-speed data and satellite links, and has moved aggressively to consolidate its position in the apparatus supply market. Too aggressively, according to some competitors, which complain that BT has used deep price cutting and other questionable practices to win orders.

## Initiative

The central thrust of the management philosophy implemented by Sir George Jefferson since he became BT's chairman in 1981 has been to break down the highly centralised organisation into a number of devolved "profit centres" and to encourage managers to take the initiative in running their businesses.

The first phase of the reorganisation, begun in 1982, was to split BT into five divisions. They are:

### Local Communications Ser-

## British Telecom

GUY DE JONQUIERES

**Local Communications Services (LCS):** By far the biggest division, employing about 200,000 of BT's 240,000 staff, and runs the local telephone network. Responsible for providing most customer apparatus, billing, operator services and callboxes.

● **National Networks:** Runs the trunk network and supplies equipment to large businesses and for services including leased circuits and telex.

● **BT International:** Operates the highly profitable international services.

● **BT Enterprises:** Handles the procurement of customer apparatus distributed by BT and a variety of competitive services offered outside BT's public network function. These include mobile radio, Prestel videotex and Yellow Pages.

● **Development and Procurement:** The purchasing arm responsible for procuring most of the equipment used by BT itself. It also runs the development laboratory in Martlesham, Suffolk.

Substantial changes have been made within the divisions themselves. LCS, for example, plans to strip out a whole layer of regional management and replace the country's 61 telephone areas with 24 districts. A primary objective is to reduce the dependence of operational management on BT headquarters and to increase responsiveness to customers at a local level.

Not surprisingly, perhaps, radical changes rammed through at such speed have sometimes created internal conflicts and loose ends. The precise balance of authority between central headquarters and the devolved operating units is not always clear, and overlaps have arisen between and within the major divisions. One recurrent issue has been how responsibility for apparatus marketing should be divided.

Nonetheless, the prevailing view at the top of BT is that such tensions will resolve themselves in time, and that a period of adjustment through trial and error is inevitable while managers accustom themselves to their new-found autonomy.

## Priority

BT's immediate priority is to get a firmer grip on the public network business which provides most of its revenues. It has been granted what amounts to a five-year grace period, during which its only competitor will be the privately-owned Mercury network.

Like most telecommunications monopolies, BT has historically subsidised its up-profitable local network business out of revenues from its highly lucrative long-distance and international services. Because competitors will focus on those services on which BT earns its biggest margins, the company must reorganise its revenue structure.

This is a two-pronged process. One task involves "rebalancing" tariffs, so that they are related more closely to the costs of the services concerned. BT has already begun this process, with the consequences that tariffs for residential services are rising faster than for long-distance services.

To carry this objective through, however, requires much more precise financial information than BT ever needed as a nationalised monopoly. The company is making a major drive to install proper internal accounting systems to provide a clearer picture of where it makes and loses money.

The second prong is to reduce costs and improve efficiency. BT is still saddled with a much older public network than most

of its counterparts in the rest of Europe. By using the latest digital technology in its network, Mercury should benefit from significant cost advantages.

## New orders

BT has responded by stepping up sharply orders for System X digital exchanges, which will require far less maintenance than the old mechanical equipment they are due to replace. It is also taking a much tougher value-for-money approach to its main suppliers: one result is its recent decision to seek international bids for a second exchange system to compete with System X.

It also plans to automate much of its internal administration, most of which is at

present performed manually. It aims to invest well over £100m in the next few years to computerise its entire customer service system, to enable its staff to obtain a wide variety of customer information on desktop terminals.

BT has reduced its staff by 15,000 over the past three years. But it still looks heavily overmanned by international standards, with a customer/employee ratio less than half of Bell Atlantic in the U.S. and only two-thirds that of the French telecommunications authority. There are indications that it may need to resort to compulsory redundancies to streamline its labour force in the next few years, instead of early retirements and attrition, on which it has largely relied so far.

BT will also be closely watched in the coming months for signs of how it plans to expand into new areas. Its top executives have emphasised that they see the company developing in future beyond its traditional role in communications transmission and moving more strongly into fields such as information processing and value added networks.

They are convinced that, to do this successfully, BT must establish an international presence, particularly in the U.S. It was difficult for BT to diversify overseas while it remained a nationalised industry. However, privatisation has opened the door to such expansion, and BT is studying closely prospects for acquisitions, joint ventures and other forms of link-ups.

## UK PBX suppliers

Sub-100 line PBX market in 1983

	Sales £ million	Market share by units (11,900 units)
BT	90	80.0%
Norton	3	19.5%
STC (OCS 300)	1	0.5%
	94	100%

Large PBX market in 1983

	Sales £ million
BT	28
Telephone Rentals	10
Plessey*	7
IBM	7
Harris	3
STC	3
Ferranti GTE	2
Thorn Ericsson	2
GEC, Mitel, Philips	2
	72

\* Plessey also supplies BT and Telephone Rentals  
Source: Scott, Giff, Layton

# Rival struggles to take wing

## Mercury

JASON CRISP

intention of providing point to point high speed data links for large organisations in England.

Today, it is planning a switched voice and data service for a much wider range of organisations and, with a strong emphasis on international links as well, is spreading its network into Scotland and Wales.

Mercury recognised that it could not be commercially successful if it was restricted to selling leased lines as had been originally envisaged and which was specified in its original operating licence.

"International and public switched services were a substantial source of revenue for BT and if Mercury was to compete it would need to grow in these areas as well," says Sir Douglas.

"Efforts to persuade the Government to extend the Mercury licence in these directions evoked counter arguments from BT that the 'goal posts were being moved'," he adds. The new licence, published at the end of last year under the 1984 Telecommunications Act gives Mercury broadly similar rights to BT.

Mercury was set up in early 1982 as a joint venture between Cable and Wireless, BP, and Barclays Merchant Bank. In May last year, Barclays Merchant Bank sold its stake to the other two partners, and in August Cable and Wireless bought out BP, paying about £30m for the 50 per cent stake.

One result of the change in

ownership is that Mercury is now forging a much closer relationship with Cable and Wireless which has considerable telecommunications expertise outside Britain.

One result is that Mercury is likely to be closely linked to Cable and Wireless' international operations such as Hong Kong. Effectively, it also marks Cable and Wireless' re-entry into the UK telecommunications market for the first time since the late 1940s.

Currently Mercury is still building its figure of eight trunk communications loop in England which goes from London to Bristol, Birmingham, Manchester, Leeds, Rugby and Nottingham.

## Networks

In addition, Mercury has built a local distribution network in London which uses microwave and is in the process of buying the 160-mile pipe network of the London Hydraulic Power Company. The pipe network covers much of the City and West End of London and will provide Mercury with a valuable way in which to reach its customers by cable.

The first links are being made with microwave and then followed with optical fibre cables which are being run alongside British Rail's tracks. The London - Birmingham - Manchester microwave section has been completed and the figure of eight is scheduled to be finished by the end of next year.

It has taken Mercury rather longer to get into operation than was first anticipated. Delays have ranged from internal problems to industrial action by the main BT union, the Post Office Engineering Union and planning refusals for microwave towers.

Most of these hurdles have now been overcome as Mercury has reached an out of court settlement with the POEU and the Environment Secretary has intervened to resolve the dispute over planning permission.

With the basic network only partly complete Mercury is now able to disclose a growing list of customers. These include:

● The Charing Cross Hospital Group which uses Mercury to transmit video pictures between hospitals such as the Charing Cross itself and the Middlesex for teaching.

● The Stock Exchange, stockbrokers Phillips and Drew and Lloyds Bank International will use Americall, a telephone and data service via satellite between London and New York run as a joint venture between Mercury and Western Union.

● Raci Vodafone, the new cellular radio mobile telephone network, is to use Mercury.

● Customs and Excise and the Central Office of Information are the first Government customers willing to be named and are using Mercury for internal voice links within London.

● Ocean Containers Ltd (OCLA) is using Mercury to provide a

link between London and Birmingham for voice, data and telex.

With most of its regulatory and political problems resolved and the basic network nearing completion Mercury now needs to expand its customer base rapidly if it is to survive the fierce competition from the newly privatised BT. It does still have to negotiate with BT on the critical issue of interconnection with its local network.

Mercury intends to specialise in high quality services and expects most of its business to come from four main areas:

● High quality transmission for major users of integrated voice and data services.

● The share use of its system by smaller businesses, using selected switched services.

● The transmission and switching of the new and fast growing value added network services.

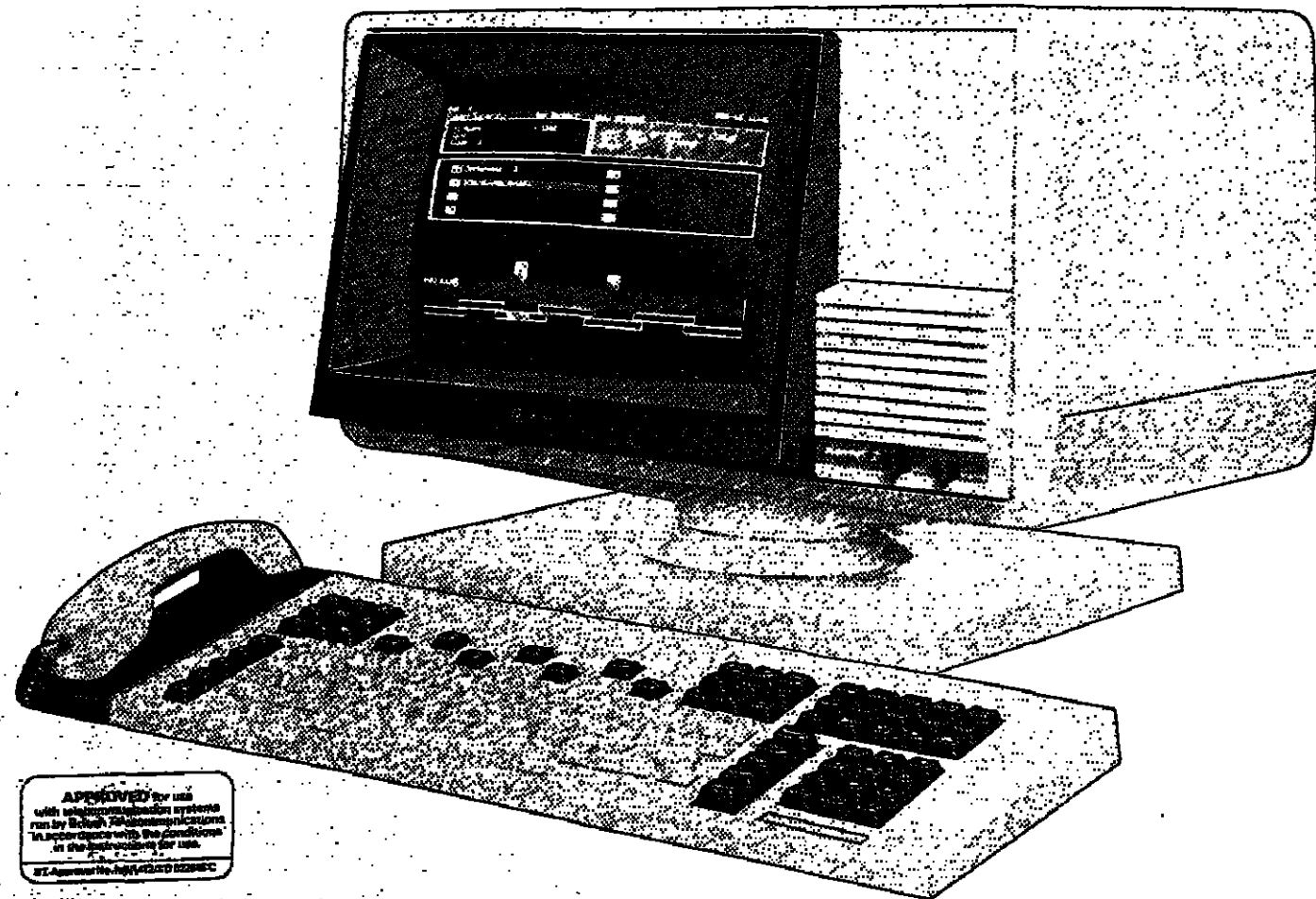
● Specialised networks.

Mercury has a minimum of six years as the only direct competitor to BT's network services, although other competition may develop as the boundaries with value added services become increasingly unclear.

If it does succeed, it could become highly profitable in the fast growing areas of telecommunications. It may also become a model for other countries which want to stimulate competition without going as far as the open house rules in the U.S.

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## International Telecommunications 6

Experts to study world developments in technology

## Learning how to adjust to the changes

AN EXPERT committee is expected to get down to the task this year of studying how West Germany should face up to the telecommunications challenges of the future.

The Federal Government in Bonn decided some time ago that it wanted a committee to look at the technological changes shaping up and at the steps already taken abroad to adjust to them.

Among other things, the committee is likely to look at the deregulation of telecommunications in the U.S., with the splitting up of AT&T, and the measures adopted in the UK to enervate and partly privatise British Telecom and to allow competition in communications from such concerns as Mercury.

Although the West German committee will have a wide field to study, it is likely to attach importance to the framework within which the Bundespost, the postal and telecommunications authority, already operates.

The fact is that, while measures taken in the U.S., the UK and some other countries have been keenly watched in West Germany, there has been widespread caution about following suit.

Nevertheless, the setting up of the committee reflects some deep-rooted concern among users and equipment suppliers about the way the Bundespost has operated. It also indicates the government's awareness that information technology with its rapid pace of change, is vital to shore up West German industry's competitiveness.

The Bundespost tends to hold firmly to a traditional view of its role as a supplier of basic telecommunications services and is reluctant to yield to competitive influences before the political, financial and social consequences are weighed up.

The most vocal public criticism of the Bundespost has been directed at its role in promoting the "new media" of cable television and videotext (Bildschirmtext), both of which require major investment and are surrounded by some uncertainties.

Beyond this, critics have also queried the financial implications of the whole investment strategy.

Moreover, the Bundespost is widely accused of being bureaucratic and inflexible, in

for the Japanese telecommunications authority may in fact strengthen its monopolistic position because of its role as a supplier of equipment.

In his eyes, the essence of the Bundespost's role is to provide the country's telecommunications network. "We will retain that," he says categorically.

He believes the appropriate place for private competition is the market for user equipment, with the state refraining from producing such equipment.

"We want to offer everyone the same transport medium," he says. "We believe that through interface standardisation, everyone will be able to use the communications network as a transport medium under the same conditions. Competition in user equipment will really become possible then."

Dr Schwarz-Schilling says that he came to office determined to administer the Bundespost flexibly within the existing legislative and regulatory framework.

"I want to use these laws very flexibly where there is room for manoeuvre," he says. "The previous government used these laws to strengthen the Bundespost monopoly and to limit the scope for private interests."

As an example of a more liberal private enterprise approach, he cites the current policy of allowing private interests the sole right to connect up coaxial cable to TV sets within dwellings, once the Bundespost has brought the cable to the dwellings.

On the Bundespost's purchase of telecommunications equipment, Dr Schwarz-Schilling says he is in favour of opening up West Germany to international competition but on the basis of mutual opportunities.

"We will do it only if West German industry has the same opportunities elsewhere. We cannot have liberalisation unless the same opportunities exist in other countries," he adds.

Dr Schwarz-Schilling does not favour a strict separation of the loss-making postal area from the telecommunications services, whose profits subsidise the postal deficit.

He also feels that proposals

## West Germany

JOHN DAVIES

addition to charging some relatively high tariffs.

While the Bundespost has made some concessions to criticism, it is pressing ahead determinedly with its basic strategy.

In view of the changing world picture of telecommunications, however, the Federal Government announced nearly a year ago that it would appoint an expert committee of inquiry with members representing business, political and scientific interests. It has been finalising the choice of committee members in recent weeks.

## Liberalisation

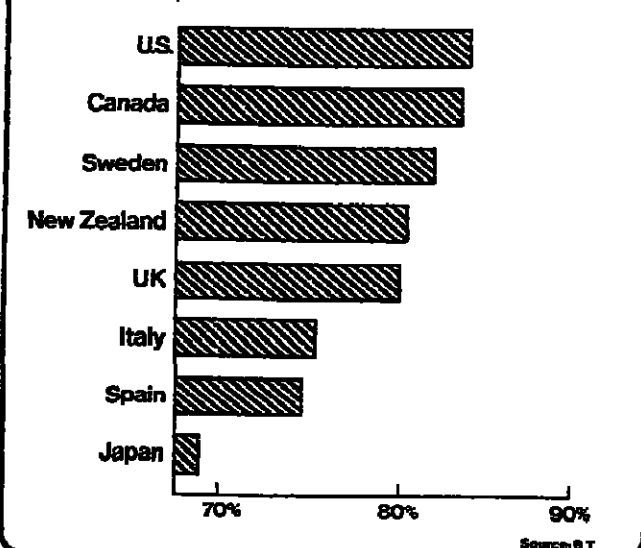
The committee is to examine how to liberalise the market for end-user telecommunications equipment, in view of the rapid innovation and intense competition. It is also to consider whether organisational changes would enable the Bundespost to react more quickly to technical and economic developments.

Dr Christian Schwarz-Schilling, the postal minister, believes that the committee's recommendations are likely to lead to legislative measures in the next parliament, due to be elected in 1987.

In his office overlooking the Rhine river in Bonn, Dr Schwarz-Schilling voices reservations about the effects of some deregulatory moves abroad. Referring to developments in the U.S., he says he is anxious to avoid a situation where individual telephone users face an increasing cost burden with long-distance and commercial users gain.

He also feels that proposals

## Proportion of residential connections in the total network



within the postal services to increase productivity and lower running costs.

Bundespost investment is being increased this year by 13 per cent to DM 16.7bn (1985) Dr Schwarz-Schilling sees no prospect of reducing the debt total, which is heading steadily upwards to an estimated DM 58.3bn this year.

"It is important to introduce new technology to benefit the whole economy, rather than to begin cutting our debt and investing less," he says.

Risks

The Bundespost provides a useful contribution to government finances (DM 4bn in 1983) and reports an overall net profit (DM 2.2bn for 1983) but critics see financial risks in its wide-ranging activities and query the profit in relation to investment.

Dr Schwarz-Schilling has come under the heaviest fire, however, for his decision to force the pace of copper coaxial cabling, which involves outlay of DM 1bn a year.

One line of criticism argues simply that cable TV does not have and will not have great demand. Other critics, notably Dr Franz Arnold, a former Bundespost executive, argues that the Bundespost should leave such a costly project to private interests, while focusing more attention on advanced technology.

The Bundespost's plans thus range all the way from financial services (it is determined to maintain the competitiveness of the Post Office giro) to communications satellites (the first DFS-Kopernikus satellite, to be built by a West German consortium, is to be shot into orbit in June 1987).

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## Changes proceed at a glacial pace

## Italy

JAMES BUXTON

ALMOST imperceptibly, Italian telecommunications are changing. Decisions are being taken, and past decisions being implemented. But there is certainly no field—whether it be efficiency of services or deregulation—in which Italy's telecommunications can be said to lead Europe.

Indeed, so great is the contrast between the glacial pace of change in Italy in telecommunications and the fast-moving scene in Britain that the actions of the British government—notably the privatisation of British Telecom—are followed with almost uncritical awe on this side of the Alps.

There is considerably awareness in Italy of the vasty expanded horizon which telecommunications now have, thanks to digital switching, data transmission networks and all the wonderful equipment that the subscribers can theoretically attach to them.

An elongated country with millions of small and medium-sized businesses could be an ideal market for advanced telecommunications, while Italy has a history of skipping generations in technology. For example, it moved onto the telephone in a big way without ever establishing an efficient postal service.

Right from keeping cash in a drawer to using computerised cash registers.

In a past burst of energy in telecommunications, Italy became the first country in Europe to enjoy universal subscriber trunk dialling. But then the telephone system began to decay in the later 1970s as successive governments held down charges for political reasons.

Creaky functions

As a result, Italy in 1982 had 30 per cent fewer telephones per head than West Germany.

Almost all its exchanges are electromechanical. There are only half the number of telephones per head than in France and a third of the number in Britain. Almost all Italian services function creakily, and the telephones in Rome almost invariably break down when the autumn rains arrive.

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fact that power in Italy is divided between a number of political parties. Almost every sector of Italian life is politicised, and telecommunications is no exception.

However, after years of negotiations a new agreement was signed in the autumn of 1984 between the PTT and SIP and Italcable. The agreement gives SIP responsibility for all switching (while ASST retains transmission between the major centres); SIP will be allowed to sell as well as lease telecommunications equipment; it will have a slightly less cumbersome revenue-raising procedure; and it will be allowed to operate and market Italy's ISDN system, Itapac.

Responsibilities

Nevertheless, the PTT will retain tele text, and will have the right to establish electronic mail systems. The PTT will still handle calls to European countries, while Italcable will handle most other overseas calls.

Thus still depriving SIP of revenue which other telephone utilities find very useful.

Even so SIP's position is being enhanced, especially since it will have responsibility for running Italy's ISDN system—Itapac, a packet switching network the basis of which is now scheduled for completion by the end of 1986.

The introduction of Itapac should give an enormous boost to the development of telecommunications. It will be the value-added services are in Italy. But much depends on SIP doing this on its own.

The answer is one which SIP and its parent company, STET, are still pondering. Earlier in 1984, it came close to forming a joint venture with IBM to develop and operate the services with the U.S. giant, IBM.

Then the top management at STET was changed and the company settled down, under its managing director, Sigisfrido Grassi, to study two rival proposals: one from IBM and one from Olivetti, the Italian electronics company, which is one-quarter owned by AT&T.

The very idea that IBM might win such a contract provoked bitter attacks on the U.S. company from politicians and from Olivetti itself. It was argued that IBM would be able to impose its own SNA (systems network architecture) on the interface between Itapac and the user, thus obtaining a considerable commercial advantage since IBM equipment would be installed, complete with training.

It was exactly this prospect that made the British Government reject the idea of IBM entering a similar deal with British Telecom—a decision that was noted with interest in Italy.

It remains to be seen whether either of the two companies will become involved in Itapac, or whether another company might be brought in.

At a time when some telephone utilities are looking for ways to use their traditional suppliers of public switching equipment, no such change is obvious in Italy. Indeed, SIP's main supplier, Italtel, is also

part of the STET group. Like its rivals in other European countries, Italtel, has been developing its own digital exchange system, called Protel, but is doing so in a joint venture with GTE of the U.S. which has a manufacturing subsidiary in Italy and Telettra, the telecommunications subsidiary of Fiat.

The first fruits of this arrangement are now being enjoyed. The first two of Italtel's Protel UT 10/3 exchanges have been installed for the SIP and GTE's bigger version (for larger exchanges) will shortly follow—the Protel system has also won three foreign orders—in Mozambique, Albania and Guatemala—for a total value of \$80m, much of which will be provided in aid by the Italian Government.

Sra Maria Bellisario, Italtel's managing director, is aware of anyone else of the weaknesses of the European public switching equipment industry with its massive duplication of effort, its protected national markets and the different technical standards which each country employs.

She believes that the most practical solution is for the manufacturers in the major countries to make a standardised switching equipment compatible with each other, so that in the end Europe will arrive at a system that all countries can adopt.

Italtel has begun this policy by making an agreement with the French company CIT-Alcatel under which the two companies will collaborate on designing a compatible user card—the hardware by which the exchange is connected to the subscriber—and other parts of the equipment.

Pact extension

She hopes to extend the agreement to Plessey of the U.K. and Siemens of West Germany. She is also pressing for the EEC countries to agree on common technical standards for telephone equipment.

In Italy, Italtel, GTE and Telettra are assured about 85 per cent of SIP's orders for new exchanges over the next decade. The Government's official strategy was to choose a second exchange from one of Italtel's two domestic rivals, subsidiaries of Ericsson and PTT.

But little has been done to pursue this plan, which also faces serious practical difficulties: what would happen to the company which did not win the order?

In particular, what would happen to its Italian labour force?

Although no formal decision has been taken, it seems likely that SIP will order digital exchanges from both companies and that in the future the products may be modified so as to constitute a single switching system.

There is at present no question of opening up the Italian market to any companies that are not already represented and manufacturing in Italy.

## Hopes now being dashed

## France

DAVID MARSH

WHEN THE Socialist Government came to power in 1981, telecommunications was one of the few industries that did not need to have its own sectoral plan.

Technological advance and employment prospects, it seemed, were assured by the breakthroughs already achieved under the previous government.

From the mid-1970s onwards, progressive installation of digital exchanges (earlier than other European countries), the setting up of additional consumer-based services such as videotext, and relatively sound business opportunities abroad.

Nearly four years later, the outlook is a great deal less comforting. The year 1984 was one that telecommunications industry will want to forget: the only consolation is that, after the dashing of so many hopes, 1985 can hardly be worse.

Success stories

France can still bank on a number of success stories. With the launch last year of the Telecom 1 satellite, France has a European lead in commercial satellite communications, although the venture still has a long way to go before it can be termed a financial success.

In areas like electronic banking, and in the distribution of simple videotext systems for households, France is also increasing the number of consumer products using advances in telecommunications.

Additionally, Alcatel-Thomson, the grouping formed from the pooling of the public telecommunications interests of the Compagnie Generale d'Electricite (CGE) and Thomson groups under their September 1983 accord, is still, on paper at least, the world leader in digital public switching equipment.

In spite of a disappointing export performance lately, and a slump in domestic switching orders, Alcatel officials like to

point out that the combined E.10 and MT ranges have been installed or ordered to the tune of 50m lines in 44 countries compared with the single export order received, for instance, for Britain's (much newer) System X.

That said, 1984 has seen a series of setbacks which have badly hit confidence in the industry. Perhaps the gravest failure on the international front has come from British Telecom's decision in October not to choose the E.10 even in pre-selection bidding for foreign equipment to be installed alongside System X in the UK.

This decision, which came after a year of top level contacts between British Telecom and the French Direction Generale des Telecommunications (DGT), as well as exhaustive exchanges between the involved parties, was a major blow to French hopes of securing more foreign orders through reciprocal openings of EEC telecommunications markets.

Embarrassingly for France, the British decision was motivated as much by BT's reluctance to buy equipment based on technology that is 10 years old as by Alcatel's unwillingness (given capacity problems in the French industry) to open up some production facilities in the UK.

Significantly, all three of the groupings selected by BT to bid for contracts, AT&T/Philips, Northern Telecom and L. M. Ericsson, have indicated their willingness to manufacture in Britain.

The BT choice was also prompted by its desire, just a month before its huge share flotation in November, to carry out its industrial decisions on

the basis of hard-headed business priorities rather than for the political reason of developing Franco-British links.

The decision did not go down well in Paris, where government officials in the months of prior negotiations showed little understanding of the effect of de-nationalisation would have on BT's attitude. Indeed, in France where the industry's increased reliance on cash from the DGT to help fund industrial electronics investment has intensified government/FTT links, denationalisation would plainly be impossible—even with change of government—for several years.

Jacques Dondoux, head of the DGT (who has made no secret of his misgivings over international telecommunications deregulation), publicly berated Britain for its "insular" approach in a speech in London last month when he said he was astonished at BT's failure to include EEC manufacturers at its tender.

UK setback

The British setback has been compounded by French initiatives in other international fields. An ambitious programme of technical collaboration and reciprocal equipment purchase with West Germany has failed to get off the ground. Plans to set up a joint radiotelephone project between the two countries have been put back until the end of the decade while the two sides work out a new basis for the scheme based on digital technology.

Proposals for co-operation with Italy in the fast growing business of integrating telecommunications and data processing systems had to be watered down when Olivetti showed its deep reluctance about forming too close links



## International Telecommunications 7

## Growing-up pains for state infant

## Ireland

BRENDAN KEENAN

IRELAND'S NEW state-owned telecommunications company, Telecom Eireann (TE), has had a difficult first year of existence, since it was hived off from the former Department of Posts and Telegraphs.

The long-suffering customer remains sceptical about TE's promise to create a first-class service. There is a lack of overall agreement on exactly what the Irish telecoms service should provide, and an uneasy row has broken out over money between TE and the Ministry for Finance.

It is important that these difficulties should be overcome because Ireland has the potential to develop, in the words of TE, the best telecommunications service for its size in the world. The 1984 development programme of the last five years catapulted the infrastructure from the technology of the 1940s to that of the 1980s.

The development programme took the bold decision to install a digital trunk switching network. Seven of the eight key exchanges, supplied by L. M. Ericsson and CIT-Alcatel, are already in service. Fifty per cent of subscribers should be connected to digital exchanges by 1988. Ireland's first earth station was opened recently, connected to the Intelsat system.

## Eirpac launched

The first significant results of this high-technology investment should be seen when TE launches its packet switched data network. This will be known as "Eirpac" and will be similar to the French "Transpac" system.

TE agonised a good deal about the system, wondering if Irish industry and business is sufficiently developed to provide a commercial customer base for the service. An experiment with selected companies has convinced TE's chief executive, Mr Tom Byrnes, that demand may actually exceed their previously best forecasts.

The development of the system has also enabled TE to provide telex on demand in most parts of the country and to introduce a broadcast telex service, with simultaneous transmission to a dozen subscribers. In the long-term, the company is looking at the potential in

the fact that much of the east coast is already cabled to receive British TV programmes. Upgrading the cable system to make available a whole range of customer services.

Mr Byrnes believes that the combination of a largely digital telephone network and the Eirpac system could give Ireland an ISDN system (integrated subscriber digital network) in which voice data, image and text could all be transmitted on a single network. There are, however, serious problems to be overcome before this ultimate in telecom technology is achieved.

The biggest practical problem is to be found in Dublin, where years of haphazard urban planning and under-investment in the service have left the city with an inadequate network. Unfortunately, for TE, most of the population, most of the industry and most of the commentators and lobbyists live in the greater Dublin area.

Mr Byrnes accepts that it will take several years to bring standards in the city up to those in the rest of the country—a neat reversal of the usual situation.

Instead, Dublin is to have a cellular mobile telephone system, supplied by Ericsson after some tough re-negotiation of the original contract. The idea is that the business user who must have a telephone, and is prepared to pay for it, will be able to make use of the mobile system while waiting for his permanent installation.

The more fundamental problem concerns the nature of the new service itself. The average citizen perceives the 1984 programme as being designed to provide him with a reliable telephone on the hall table. In fact, there can only be a return on the investment if it not only sells to existing customers but generates new information technology business in Ireland, both home-grown and attracted from abroad. This is well understood, but the planning for it may leave something to be desired.

The development programme itself is a case in point. Companies such as Ericsson's CIT-Alcatel and AT & T established or acquired Irish partners to provide jobs and technology in Ireland supplying equipment. Yet, for such a large procurement, and despite the successes of individual companies like Lake Electronics, there was little effort to promote indigenous supply companies during the programme.

TE remains a monopoly, with

a control over the supply and installation of equipment which can be heavy-handed and bureaucratic. There are signs of a more open approach, however, as the new company grows in confidence.

Companies such as Cognotec, which provides an Irish-based videotex service, believe that, despite the restrictive legislation, the Irish network will, in time, compare favourably with other European PTTs in terms of liberal access for private enterprise services.

TE itself is willing to join forces with private companies in development of services. It has formed a joint venture with ITT World Directories, primarily to produce Ireland's Business Directory, but with longer-term goals for both partners. TE will have access to ITT's expertise in directory-related services, while the U.S. company wins a link to the major European telecommunications boards on

which TE sits as a national representative. The formation, separately, of ITT Information Service Ireland (ITISI) also suggests that ITT intends being involved in the development of mail and marketing services through the Irish network.

## Consortium

TE is also involved with the national broadcasting service, RTE. Allied Irish Investment Bank and Guinness Peat Aviation in a consortium to operate an Irish direct broadcasting satellite (DBS). The consortium, known as Westsat, has also been involved in discussions with Spain and Portugal, which have been allocated the same orbital position, to see if co-operation would make the project more attractive commercially.

The Irish, while retaining a state monopoly, have shown some ingenuity in tapping

private funds for telecommunications development. ITI (Irish Telecommunications Investments) raises long-term loans, backed by Government guarantee, to fund the £1200m programme of the next five years.

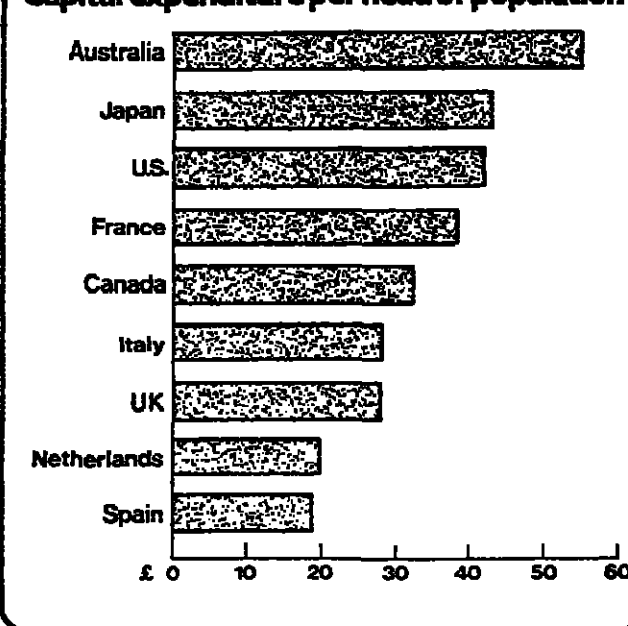
The real danger to all this potential comes from an apparent lack of overall agreement as to how the system is to develop. The row between Mr Byrnes, his chairman, industrialist Mr Michael Smurfit, and the Finance Minister, does not augur well.

The Minister, Mr Alan Dukes, is reluctant to forgo the £1100m which the former P&T provided in revenue to the Exchequer. Messrs Byrnes and Smurfit argue that the service was, and is, a net loss-maker, although this did not show up in the system of Government accounts. They claim that to insist on payments on this scale to the Exchequer will condemn

TE to chronic loss-making and threaten the development plans. Mr Byrnes's blunt attacks on the Department of Finance, the Irish-American trained in the rough-and-tumble of IBM—has ruffled Irish feathers, more used to smooth handling. The danger is that both Mr Byrnes and Mr Smurfit could quit if they believe TE is to be merely a tax-gathering organisation.

On the other hand, the Government is understandably reluctant to give TE a free hand investing much-needed cash in creating a system which Ireland may not really need. The Irish have always had problems reconciling central government and state industry, and the result has been a plethora of loss-making companies with borrowings in excess of £125m. With so much money already spent, it is high time the Government had a clear picture of how it wants its telecom baby to grow up.

Capital expenditure per head of population



## Telefonica's problem is financing growth

## Spain

TOM BURNS

THE GREAT deregulation debate in national telecommunications markets does not apply in Spain. The Compañía Telefónica Nacional de España (CTNE), known nationwide as the Telefonía, was unique in Europe until the advent of British Telecom. Telefonía is, and has been throughout its 60-year existence, a private company with a mixed shareholding.

CTNE's executives believe that, by being a precursor over deregulation, the company has had an edge over other developments in the sector, notably over mixing communications and computing technologies and over establishing hi-tech manufacturing bases in joint ventures with international companies.

Deregulation, in Telefonía's terms, means, however, a close relationship with the Government. The Government in fact owns 47 per cent of CTNE's equity through the Central Bank of Spain and the public sector holding, INI. The company's chairman, INI, is a Government nominee.

CTNE's mixed status has also meant a commitment to maintain a monopoly holding over

the cable network. But there is, nevertheless, a flexible approach towards at some future point liberalising, for example, subscriber apparatus.

Telefonía is a national institution because it is owned by so many people. To own a CTNE share is, for a Spaniard, as much in the natural order of things as is buying a ticket in the Christmas state lottery. The company boasts 750,000 or more shareholders and share distribution is extensive to a maximum degree: 56 per cent of the private shareholders own less than 50 shares.

Sr Luis Solana, Telefonía's chairman, says of the Telecom development: "It's nice to be copied." But he admits also that CTNE and BT will now be in tough competition on the capital markets.

"Our real problem is to finance growth," says Sr Solana. A national telephone company that seeks to be more than just a telephone service (and this is very much the case of Telefonía) soaks up finance, as Sr Solana puts it, "like a sponge."

The debate, according to Sr Solana, should not be over privatisation and nationalisation. In order to keep abreast a telecommunications company must raise capital and it can only do this in the way CTNE has traditionally done so and, as BT is commencing to do,

Other national companies, he predicts, will sooner rather than later be forced to follow the lead.

The real issue is that whatever the public/private equity share, the telecommunications company must plan its investment strategy hand in glove with the Government. The mutual interdependency between the administration and the company is self-evidently necessary in the case of Spain where CTNE has taken upon itself the role of leading the hoped-for Spanish leap forward into the world of hi-tech.

## The question

One that is understood and the deregulation debate ends the immediate question concerns finance. BT has started trading just at a time when Telefonía is preparing to raise funds on the New York, the Tokyo, the Paris and the London stock markets. Foreign capital at present represents some 12 per cent of CTNE's equity and Sr Solana hopes to raise it to 25 per cent.

In the past year there have been encouraging signs. Foreign investors were active in 1983 on the Madrid Bourse and for every Pta 6 worth of CTNE stock traded there, Pta 1 belonged to a non-Spanish investor. Telefonía's shares represent a staggering 20 per cent of the total stock trade annually on the Madrid market.

There is a certain amount of pride at the CTNE headquarters that the United Nations Pension Fund has bought into Telefonía to the tune of £100m.

It is not surprising that CTNE should prove a magnet for investors. The company represents 4 per cent of the gross capital formation in Spain, 2.7 per cent of the gross added value of all Spanish services and 1.5 per cent of that of all Spanish companies. With some justification, Sr Solana calls Telefonía "the locomotive engine of the Spanish economy."

Annual growth at Telefonía averaged 24 per cent in the 1981-84 period and investment grew at a yearly rate of 14 per cent. The present four-year plan through to 1988 maps out a total investment of Pta 929bn and guarantees an annual dividend of 11 per cent.

The coming years are the ones of the great leap forward. The conventional telephone service is not forgotten, as it cannot afford to be, in Spain: by 1986 the expectation is to have raised the 1982 statistic of 40 per cent of homes with a telephone in Spain to 50 per cent. But the jump comes in the other services: more than 4,000 videotex terminals in 1988, against zero in 1983 and more than 5,000 dataphone terminals, again from zero, in 1982.

The idea is that the public should see in Telefonía much

more than just the phone. Sr Solana, a man of irrepressible energy, is visionary about what CTNE is all about: "Telefonía has to be associated with modernity, with development and with research."

## Standard bearer

He is enthusiastic about the blurred lines between communications and computing. "IBM is now diversifying into communications and AT & T into computers," says Telefonía's chairman, to underline his point.

CTNE is determined to be well entrenched in the hi-tech sector and in this sense it sees itself as the standard-bearer for Spain. Sr Solana pulled off a major business coup in 1984 in the shape of a joint venture between CTNE and AT & T. The U.S. telecommunications and electronics group will establish a \$200m semiconductor manufacturing base in Spain and, by 1990, will be exporting from the projected plant in Madrid around 80 per cent of its production.

The Telefonía agreement with AT & T was a perfect marriage of convenience and both the Spanish company and the Madrid Government were willing to provide a generous dowry: AT & T provides 80 per cent of a \$65m operating capital, while CTNE puts up the remaining 20 per cent. Official

Spanish subsidies of \$80m and state credits worth \$75m make up the \$200m total investment.

For the American group, Spain became its operating base for Europe ahead of Spain's expected entry into the EEC on January 1 1986. AT & T aims to build up a European market neatly dovetailed with the Madrid industry ministry's national electronics plan that provides for \$530m to be spent between 1985-89 to support high technology production in Spain for export.

The agreement confirmed the role that Telefonía is called upon to play in the promotion of electronics. A similar move involves negotiations that were taking place at the end of last year (i.e. late November 1984) between CTNE, the Japanese group, Fujitsu; and Spain's national computer manufacturer, Secolasa, which is owned by the public sector holding, INI.

Both Telefonía and Fujitsu are minority shareholders in Secolasa. And Sr Solana is seeking to have INI reduce its equity substantially in order to let CTNE and the Japanese group have a controlling joint stake in the company. The negotiations underline the trend established by the AT & T joint venture and the future characterisation of Telefonía as a computing and telecommunications broker.

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## International Telecommunications 8

# Ambitious plans to reshape system

## Netherlands

LAURA RAUN

WITH HOPES of exploiting the information explosion, the Dutch have ambitious proposals to reshape their serviceable but outdated telecommunications matrix into a modern system, weaving together satellite, computer and fibre optics technologies.

The city of Amsterdam recently unveiled its programme to stimulate telecommunication information technology, or what the Dutch call "informatica," as part of a national effort to develop a co-ordinated policy.

The Dutch capital, which already has the largest cable-TV network in Europe, will install a fibre-optics network that eventually will tap into a telephone, a groundstation for satellite communications.

A key component in the modernisation proposals is the increasingly-likely deregulation of the Governmental Post-Telephone-Telegraph (PTT) agency, which currently has a monopoly on telecommunications services. A relatively even-tempered debate over restructuring the PTT has been conducted for more than a decade, accelerating a couple of years ago with the release of a special commission report looking into the matter.

But even the so-called Swarttouw Report failed to send many sparks flying, despite its recommendation that the PTT assume a more independent role from the Government, that private competition be allowed for peripheral telecommunications equipment and high technology services while the PTT's monopoly over the communications infrastructure and traditional services would continue.

The Swarttouw Commission, which was named after Fokker chairman Frans Swarttouw, who chaired the group, recommended that the PTT become a limited liability company held entirely by the state. The PTT would maintain its monopoly over telephone, telegraph and data services but would lose exclusive control over the emerging services that combine

computer and communications technologies.

Private companies would be allowed to operate in interactive videotex, video conferencing and electronic mail, for example, while the PTT could compete if it chose to do so.

Early this year the Government went even further, recommending that PTT spin off its banking activities into a "postbank," be allowed to invest up to Fl 50 (\$16.3m) a year in risk capital and to participate in joint ventures more easily.

Moreover, the center-right Government said the communications structure ought to be integrated with the closely regulated cable-TV network into a futuristic system capable of transmitting visual, sound, numerical and data information.

### Argument

In setting out its "informatica" policy, the Lubbers administration unequivocally advocated growth in this area, arguing that to do nothing would leave the Netherlands increasingly behind the Western World. Given the good infrastructure and related institutions, the Netherlands is well placed to develop the new computer-based media, particularly if the private sector is unleashed, the Government averred.

A new panel, known as the Steenberghe Commission, is currently studying the structure and future of the PTT, with an eye toward the Swarttouw recommendations. Meanwhile, a separate inquiry is to be conducted into the possible integration of the traditional communications services with the cable-TV network.

Three-quarters of Dutch homes are already wired for cable, one of the highest saturations in Europe, while 35 per cent of the telephone exchanges are digital and the rest should be converted from the old electromechanical type by the year 2005.

The Netherlands has two video conferencing studios available for a satellite link-up involving France, West Germany, Italy and the UK, plus a burgeoning radio-telephone

system and an interactive videotex system known as Viditel.

The cable-TV network, which is operated both by private companies and municipalities, does not yet offer subscription TV. Following repeated delays, this will begin next April, expanding the current fare of neighbouring countries' Government-controlled channels, the domestic headline service and a couple of entertainment programmes from Britain.

Television-programming companies wanting to provide subscription-TV must get permission from the Culture Ministry and then find a willing cable operator. The flurry of applications suggests stiff competition in the coming months as programmers and cable operators hustle to position themselves.

The drive towards communications deregulation, which began in 1983 with the ending of the PTT's monopoly over radio and TV broadcasting, has drawn surprisingly little fire from the PTT.

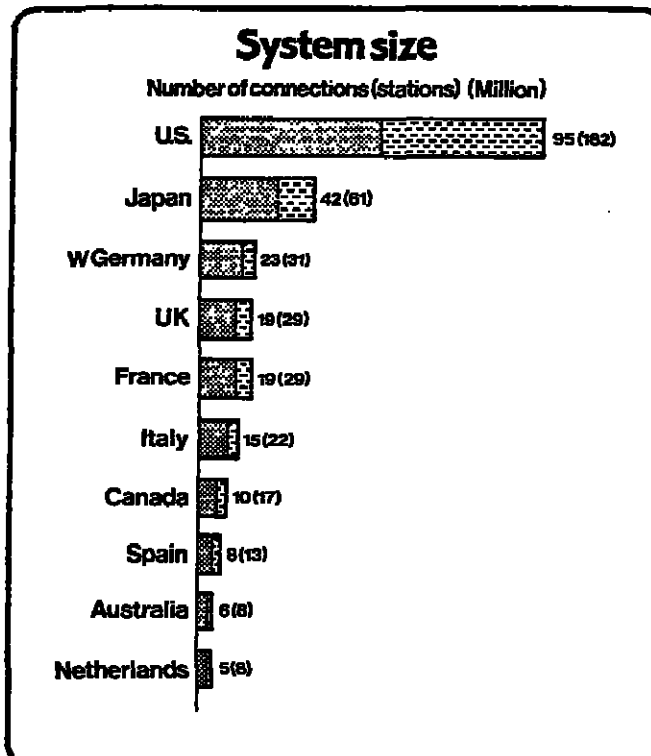
The agency relies entirely on the Government for funding but is able to plan multi-year investments because of non-statutory agreements. The Swarttouw Commission avoided some potential criticism by choosing a high PTT official as its secretariat while its findings generally have been accepted by the new PTT director-general, Cor Wit.

Wit, however, does fear that if the PTT loses its sole control over peripheral equipment, the quality will deteriorate with the entrance of Mickey Mouse phones, for example.

Actually, telephones not supplied by the PTT are already available but the PTT looks the other way since it has a monopoly only over the telephone connections and not the apparatus.

In contrast to some PTTs in Europe which exclude foreign companies as suppliers, the Netherlands relies on two concerns already in addition to Philips as its main suppliers. Siemens of West Germany and Ericsson of Sweden rank alongside Philips, the Eindhoven-based electronics giant.

Two years ago Philips estab-



● The U.S. has by far the world's largest telephone network, which has roughly twice as many telephones as the second largest country, Japan. The networks of the European countries are roughly the same size, with Germany in the lead.

The chart above shows the

number of exchange connections, party lines and telephone in use in the world's 10 largest networks. These figures exclude the USSR, which would rank around 6th position. British Telecom operates the 4th largest telephone network in the world.

lished a joint venture with American Telephone and Telegraph (ATT) in the area of digital telephone exchange switching systems and had to compete head-on with Ericsson, which had already installed a number of switching systems in the Netherlands.

**Major order**  
The Dutch PTT this year awarded Philips-ATT a contract for five of their SESS-PRX systems, which was the second major order received following a contract from Colombia.

The American-Dutch venture is competing fiercely with both Ericsson and Siemens for the lucrative digital switching system market. Included among potential customers are British Telecom and Italy's State-owned telephone company, Philips-ATT has joined forces with France's CIT-Alcatel to make an unsolicited bid to supply Venezuela with the advanced telephone exchange systems.

In parliament recently, the opposition Labour Party successfully sponsored a motion to postpone all debate on possible

privatisation of the PTT until after resolution of a highly controversial proposal to transfer thousands of PTT workers to Groningen.

With 105,000 employees, the PTT is the largest employer in the Netherlands and must bargain with the civil servants union. Jaap Van der Doef, the Labour Party member who sponsored the motion, says the Socialists believe the PTT should be given more independence from the Government, including the ability to raise capital on the private market and more liberal conditions for engaging in joint ventures.

But the Labourites oppose the splitting-off of the PTT's banking functions and the deregulation of the new media area.

The Liberals, avid supporters of the private sector, favour the abolishment of the PTT's monopoly over the enhanced telecommunications services and the opening up of market competition. The Christian Democrats, the senior partners along with the Liberals in the governing coalition, generally agree with the Liberals.

# Telephone tariffs are among Europe's lowest

## Televerket's monopoly remains impregnable

## Sweden

DAVID BROWN

DEREGULATION is a relative word. In Sweden, for example, it is applied to proposals to break the Televerket's (PTT) monopoly on telephone handsets, rather than thoughts of broad-ranging competition in providing services.

Televerket is expected to seek Government approval for deregulation of handsets this month, despite strong opposition from the trades union.

In fact, this monopoly only exists on paper, as a growing number of handsets are already purchased on the open market, sometimes at a quarter of the price of "official" telephones.

In the sale of most other equipment, including PABX's and high speed modems, the Televerket retains its monopoly, but there are significant exceptions.

In the late 1980's, under the previous Non-Socialist Government, there were moves to liberalise some areas of the market, and create opportunities for limited competition in the supply of low speed modems, telex videotex terminals and mobile telephones for example.

**Reluctance**  
The Social Democratic administration has been reluctant to pursue this process further, however, and Televerket's monopoly over its network remains virtually impregnable.

An attempt by European Business Systems (a private consortium of venture capitalists), to secure a Government go-ahead to offer competing services mainly to the business sector through satellite transmission, seems unlikely to gain approval.

Nonetheless, criticism of the Televerket monopoly remains restrained.

Sweden has the highest telephone penetration in the world, among Europe's lowest tariffs, and has been on the

leading edge in the development of new equipment and services.

The I. M. Ericsson Group was one of the first to market an all-digital public switching system — the AXE — which has been sold to nearly 60 countries with a total of nearly 10m subscriber lines installed or on order.

Ericsson had annual sales of SKr 25bn (\$3.1bn) in 1983 and 70,800 employees, making it one of Sweden's top 10 industrial corporations. In the space of the past five years, it has increased its share of the world telephone exchange market by 3 per cent to 13 per cent today, helped by the introduction of the AXE system.

Much of Sweden's research and development of telecom equipment, including that of the AXE system, is centred in Elmstallet Utevecklings AB, which is Televerket. Equipment ET cm c jointly owned by Ericsson and Televerket. Equipment developed at the subsidiary is manufactured by the PTT's industrial services division, Tel, for use at home. Ericsson produces the same equipment for sale abroad. Only a small proportion of Televerket's needs are met by foreign suppliers.

In the mobile telephone area, where the Nordic Mobile Telephone Network (NMTN) has topped the 100,000 subscriber mark and is the largest and fastest-growing system in the world, terminals are marketed by some 40 private companies, led by L. M. Ericsson and Mobira of Finland.

Abroad, Ericsson is concentrating on selling infrastructure equipment, and has won key orders for complete cellular systems in Chicago (home town of its arch-rival, Motorola), and in Buffalo and Detroit in the U.S. as well as Toronto in Canada.

The NMTN is an example of the broad-ranging co-operation in the Nordic region in the planning for telecommunications services, formalised in a 1980 agreement signed by all four PTTs. The development of a joint telephone satellite was the subject of extensive wrangling, but agreement has

been reached between Sweden, Finland and Norway to proceed on the SKr 1.5bn Tele-X project. Another recent Televerket innovation is the Mahler system, which combines a mobile trunked voice and data channel, mainly for closed systems.

Potential applications would let a salesman, for example, access his office computer via the public telecom network to check inventories on route to a customer, a newsmen to receive telex messages, and a visiting doctor to check a patient's medical history.

Pilot projects are already under way, with full-scale introduction expected in about two years. Televerket expects some 40,000-50,000 subscribers within a decade.

### New services

The Televerket has introduced a number of new services recently. These include Datatek, a data communication network with some 9,000 subscribers, and Telex, an international packet switching service.

The public data network has been used, for example, by the Scandinavian Multi-access Reservation for Travel Agent system. It allows an agent to use one terminal log into a number of reservation and information systems. This means a voyage involving, for example the SAS airline and the SJ state railway can be booked on one screen.

Banks have become important users of the data system, while Swedish companies have become important players in the market for specialised banking software and terminals.

In late 1982, it launched a Telex network and terminal system, (already available in Germany, Austria and Canada) which provides access to the international telex system, but allows a 30-fold increase in transmission speed.

A number of large private companies have been aggressively positioning themselves to move into the potentially large cable-TV market, now operating only on a trial basis mainly in Lund, Gothenburg and Stockholm with some 40,000 lines. It is thought that Televerket will control roughly two-thirds of an expected 1m lines by 1990.

# Key decisions still awaited

## Belgium

PAUL CHEESNIGHT

GROWING financial problems at Regie Des Telephones et Telegraphes (RTT), the Belgian state telecommunications monopoly, allied to the onset of a new phase of major development expenditure, have created a crisis which will have a profound effect on the Belgian communications system.

At the end of next year, contracts which have linked RTT to Bell Telephone, an ITT associate, and GTE-ATEA, part of General Telephone and Electronics of the U.S., for the provision of exchanges, comes to an end.

The lines are now being drawn for the struggle which will provide new contracts worth up to Bfr 100bn (\$1.75bn) over ten years for the new generation of digitalised exchanges.

The questions are how will the contracts be apportioned and how will they be paid for. But this comes at a time when RTT is finding its burden of debt increasingly difficult to handle and when serious doubts are being raised about whether it can continue in its traditional way or whether its monopoly powers should be further eroded.

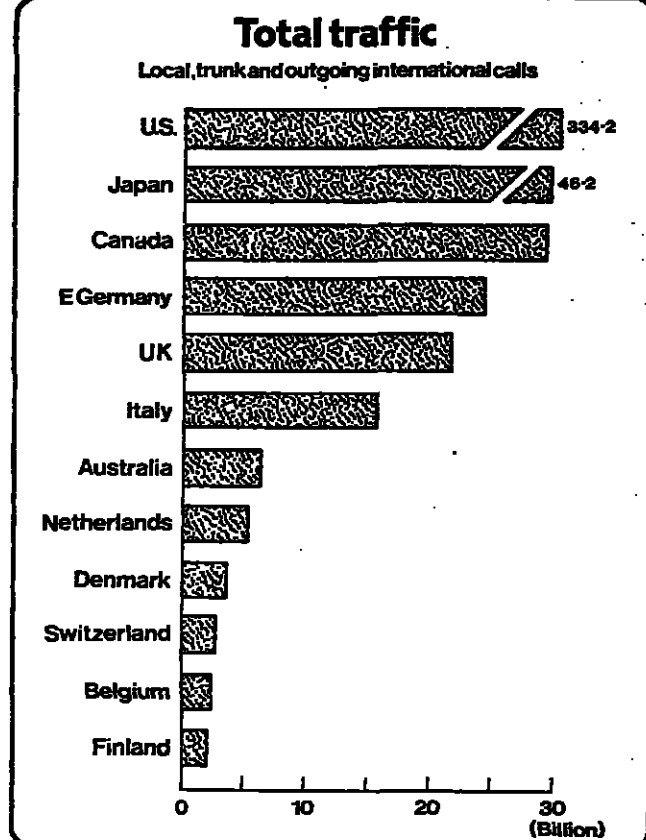
### Accounts

RTT in October presented its annual accounts for 1983. These showed its loss had been reduced marginally from Bfr 1,72bn to Bfr 1,67bn for the 12 months on a 9.1 per cent increase in turnover to Bfr 51.6bn. Investment cost nearly Bfr 21bn, but financial charges increase by over 17 per cent.

In total RTT has Bfr 180bn of debt outstanding and nearly 30 per cent of its receipts are necessary to meet charges on this.

And the burden has recently been increased with RTT going into the market for Bfr 15bn. Also just at the time when a considerable portion of debt will need either to be re-financed at higher rates of interest or paid off, the company will be pushing ahead with its new system of digitalised exchanges.

This creates a number of problems. It would be possible to ease the burden of new investment by a system of leasing new equipment. This is an idea which Mr Herman de Croo, Minister for Communications, is considering. He represents part of the wing in the ruling coalition government



which would like to chip away at the power of state monopolies.

But Mme Paula D'Hondt, State Secretary at the Ministry, is opposed to such a course and there is opposition from the trade unions. There is the fear that unless RTT continues in the way it has worked since its foundation in 1930, directly owning the equipment and providing the services, then the first steps towards privatisation will have been taken.

Leaving aside the question of union opposition, the fact that there is no unity of approach in the ministry handling the future development of RTT, and this division is likely to be repeated in the coalition itself. In the coalition, however, other forces will come into play.

On the political scene, ideological argument about the role of state monopolies is less important than the rivalry between the disputatious Flemish of the north and Walloons of the south. Belgium's telecommunications this dispute is centred on the way equipment contracts are shared between the two regions.

Earlier this year, the Walloon Social Christians, a fixture in recent coalition governments, produced a report showing that the majority of telecommunications equipment contracts were being placed in Flanders and

the speed of expansion of the network. If the work is done gradually, then there is a case for keeping the existing pattern. But if there is to be a rush towards digitalisation, then suppliers can more readily be brought in.

At this point the de Croo-D'Hondt differences surface again. The former is said to be anxious for speed, the latter for a more carefully phased approach.

Indeed, the concern of Mr de Croo to enlarge the number of PTT subscribers is said the one reason why he has leaned on the company not raise its charges. This in turn is one reason, it is argued, for RTT's financial problems.

Out the question of the contracts will not be settled on economic or financial grounds. In the end it will be political. Mell Telephone accepted this when it sought and finally failed to forge a relationship with ATEC in order to span the communal divide. Cutting the cake is likely to be one of the major problems facing the coalition government in its last few months of office. RTT will simply have to pay the price for keeping the communal balance.

It is already accepted that RTT cannot be solely responsible for providing all the equipment and services for the increasing range of demands being placed upon it. And, certainly as it has shown, with a recent contract to provide a staging post for the traffic generated by microwave communications of the U.S., it is ready enough to profit from the liberalisation programmes of other countries.

It will continue to provide the basic telecommunications facilities in Belgium. But Mr de Croo points out that his approach is not rigid. "Several categories of terminals or local services," he said, "will be in response to criticism from local businessmen about the shortcomings of the RTT services."

This is the case for the PABX of more than 10 interior lines. More than 25 per cent of the telephone apparatus in Belgium is supplied by private industry. A lot of accessories, such as automatic answering machines, automatic call diverters and alarm transmitters are exclusively supplied by the private sector.

"I have decided to accentuate this liberalisation, so that the telecopiers, the terminal tele-text, the second telephonic apparatus — and more particularly the wireless telephonic apparatus — will be supplied in competition with private suppliers. This liberalisation policy will be applied for all the new terminals," he said.

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## International Telecommunications 10

Foreign companies will have an important role to play in the fast-changing Japanese telecommunications market.

## Signs of vigorous expansion ahead

**Japanese Government policies**  
ROY GARNER  
IN TOKYO

TELECOMMUNICATIONS ranks alongside biotechnology as one of the most promising technology-driven growth areas in the Japanese business world.

Market take-off is expected to occur with the forthcoming privatisation of the government telecommunications monopoly Nippon Telephone and Telegraph (NTT), a growing liberalisation of advanced telecommunications services and progress in the "wiring" of the nation as part of the INS (Information Network System).

The first step in the process is the planned reorganisation of NTT which is scheduled to begin on April 1, 1985. Initially this will not entail a divestiture along AT & T lines as in the U.S. but, if Diet (Parliament) approval is given, the company will be able to go up to 49 per cent public.

Momentum is already coming, both from the vigorous activity of outside groups preparing to offer alternative services, and from a wider consciousness in the nation as a whole that Japan has to increase the rate of its development of telecommunications services if it is to keep abreast of internal demand for broader, faster and more efficient services and, in addition, match the standard and quality of services becoming available in Europe and the U.S.

It is increasingly assumed that such progress would be unlikely to materialise within the present NTT-dominated environment.

### Time-scale

It is important to note, however, that although April 1985 is the date when, technically speaking, services can be started by private firms, there is likely to be a delay of as much as two years before such services actually materialise.

A case in point is the digital information link between Tokyo and Osaka proposed by Daini-Denden, the first established NTT-competitor organisation. Owing to cost factors, the company has had to give up its preferred plan to use a satellite communication system, and the microwave circuit it plans to use as an alternative is to be constructed by NTT (from which it must obtain permission for its use), and has a completion date of 1987 at the earliest.

Foreign firms will have an important role to play in the Japanese market, and an early sign of the preparedness of the government to recognise this fact came in April last year when AT & T landed a U.S.\$49m contract to supply mini-computers to NTT.

For AT & T the contract represented both the acquisition of a major Japanese customer and an early success as a hardware supplier. NTT contracted to buy 60 of the 3860S super mini-computers, one of AT & T's most sophisticated products, for use as the core of a new nationwide system, designed to co-ordinate the flow of telephone traffic which will go into operation during 1986.

The U.S. had frequently mentioned super mini-computers in its calls to NTT to purchase more foreign telecommunications equipment, and the AT & T contract was seen as a significant move by the Japanese towards easing trade tensions between the two countries. The deal was the largest single contract awarded to AT & T since NTT signed a cross-licensing agreement with the U.S. corporation in October 1982.

### Scepticism

NTT's plans for a new telecommunications era has aroused much favourable interest. There is, however, some scepticism over its much-vaunted plans to invest ¥20 trillion in a new digital network linking the corners of the country by the end of the century. Critics argue that this effort is little more than window dressing for what is in fact an attempt by NTT to ensure it has the trunk lines in place in time to compete with private cable TV and data transmission companies, towards the end of the century.

This doubt over how much the average citizen will benefit from the advances planned in telecommunications has been compounded by recent government studies which showed that only a tiny percentage of the Japanese population has any idea what the various "new media" proposed actually are.

NTT's experiments with videotex in its Caplin system have had similarly discouraging results so far, with the majority of participants in home-use trials reporting that the main users of the equipment have been the children playing video games.

The videotex scene has been enlivened recently, however, with the launch of Video Japan Network, a new venture backed by eight Japanese companies which aims to start a rival videotex service in the Tokyo region. Video Japan is based on the U.S.-developed NAPLPS (North American Presentation Level Protocol Syntax) system, and initially will handle entertainment and shopping services.

A new government initiative was introduced in October last year. Under the plan, "new media" techniques are to be introduced into eight regional centres across Japan in an effort to promote their dissemination in areas outside the Tokyo-Osaka population centres, and to provide an opportunity to assess the influence of such technologies on the business practices and family life of

regional communities.

The International Trade and "New Media Community Project" will be much larger in scale than the similar experiments carried out by NTT in Tokyo's Mitaka area.

Interactive Cable TV (CATV) videotex and home banking will constitute the core technologies of the tests, and these will be implemented on an as yet unannounced scale within eight "new media network model areas" in locations which include Morioka in northern Japan, Yokohama, Kumamoto and the Oita-Bepu-Kunisaki "technopolis" in Japan's southern island of Kyushu. The new media equipment will be installed in companies, public organisations and households and will be monitored closely by agencies of the MITI.

The videotex experiments are likely to be based on the NTT Caplin system, developed as part of the INS project, which aims to provide videotex service throughout Japan by 1987. It became commercially available in the Tokyo and Osaka regions from November 30 last year.

A key aim of the MITI venture is the matching of technologies with local conditions. In the Oita "technopolis" region, which lies in Japan's "silicon island," the chief users of the new media will be high-tech companies, among which are likely to be some of the booming semiconductor firms. In contrast, in the rural Hassel area of Ehime prefecture, a major mandarin orange producing centre, agricultural co-operatives will be the main users and will be linked directly with relevant facilities such as local weather observatories and shipping and transportation departments.

### Experiments

MITI has not yet indicated how closely the "new media community project" will resemble the previous INS experiments of NTT, but the government is known to be highly conscious of the need to promote a high-technology oriented lifestyle among its citizens, as part of its wider industrial strategy, and observers suggest this latest project is an element of the government's attempt to boost a process which is not so far occurring naturally, nor at the required speed.

Another recent experiment with new media has been carried out by NEC, which introduced "telecommuting" for some of its employees who currently handle data processing work from their homes.

A "satellite office" has been established close to a large residential area and groups of employees from the vicinity work together in a workshop setting, enjoying the communal atmosphere so widely preferred by Japanese workers.



The control room at Mitsu Communications Division in Tokyo.

## New challenges confront industry

**Japanese manufacturers**  
ROY GARNER

THE forthcoming reorganisation of the government-run Nippon Telephone and Telegraph (NTT) promises to set in motion a drastic reshaping of the Japanese telecommunications market.

Activity is already brisk among both foreign and Japanese telecommunications firms as they prepare to make the most of the new opportunities the liberalisation moves will bring.

Two recent reports issued by the Electronic Industries Association of Japan (EIAJ) and the Communications Industries Association of Japan (CIAJ) predicted that demand for telecommunications equipment and computers in Japan would maintain double digit growth over the next five years, despite the present sluggish economic climate, with sales of telecommunications devices reaching ¥1,430bn in 1987, an 11.4 per cent rise over 1982 levels.

The associations said that growth would be centred on the sale of sophisticated products aimed at the office automation and information network system (INS) markets. Private sector demand is expected to increase by around 3 or 3 per cent while public sector demand drops by as much as 5 to 6 per cent.

Interest is currently focused on the emergence of new organisations designed to compete with NTT, especially on new alliances being forged between firms already in the field. Among foreign companies, AT & T of the U.S. has already gained a particularly high profile.

The first established competitor organisation, Daini-Denden (literally 2nd NTT), is an amalgam of 25 firms, most of which are venture business organisations. The company which has led this movement, Kyocera, has already acquired near-legendary status, and an extraordinary stock market rating, for its

entrepreneurial efforts both in this venture and in its pioneering work on ceramics technology. Other respected venture oriented companies in the group include Sony, Secom and Ushio.

The commercial possibilities within the new telecommunications field appear set to produce some uncharacteristic co-operation between different forms of business organisation. Noburo Goto, president of the Japan Chamber of Commerce (JCCI), who is acting as a special adviser to Daini-Denden, recently said that he was not opposed to his organisation (which deals largely with small-scale businesses), and Kaidanren (an organisation of big business companies) acting together in a single enterprise which would share the benefits of use of a costly communications satellite.

### Alliances

There also promises to be an upsurge in business tie-ups between small venture business firms and some of the industry giants. In fact Shingo Moriyama, vice-president of Kyocera, and president of Daini-Denden, recently described this as "essential for the new private telecommunications service."

In addition to the Daini-Denden group, competition with NTT has also been proposed by the Japan Highway Public Corporation which, together with the Ministry of Construction, and supported by dozens of companies in the automotive, electronics and general trading fields, plans to lay an optical-fiber network on the Tokyo-Osaka route.

A similar plan is proposed by the Japan National Railways for an optional pathway along "the tracks of the Shinkansen 'bullet train'." This enterprise goes under the name of Nippon Telecom Co. and is supported on an initial equity basis by more than ten dozen companies.

Other new telecommunications groups include a communications satellite operating and transponder-leasing group organised by Mitsu and C. Itoh two leading trading firms, which will operate together with the communications subsidiary of spacecraft manufacturer, Hughes Aircraft.

## International comparisons in telecommunications

	U.S.*	Japan	W. Ger	BT	France	Sweden	Hong Kong	Aus.
Dec '82	Mar '83	Dec '82	Mar '84	Dec '82	Dec '82	Dec '82	Dec '82	Dec '82
Telephones per employee	188.8	185.5	154.9	121.7	119.9	124.2	123.5	62.3
Exchange lines per employee	98.0	128.6	111.5	83.2	119.9	124.2	123.5	62.3
Telephones per 100 population	76.0	52.0	50.9	51.7	54.1	85.6	28.5	54.0
Residential exchange lines per 100 household	94.8	78.3	71.7	76.4	78.1	96.0	83.3	55.0
Revenue per employee (\$'000)	41.3	32.8	32.8	28.5	31.5	31.8	19.2	21.2
Calls per exchange line	3,521	1,064	1,064	1,149	n/a	n/a	n/a	1,170
Capital investment per line (\$)	141.4	113.7	136.2	72.5	117.3	70.9	90.7	266.4
Proportion of exchange lines electromechanical (%)	31	79	99	63	11	83	60	n/a
Electronic (%)	62	18	1	36	82	7	35	n/a
Digital (%)	7	3	1	1	37	7	5	n/a

Notes: \* AT&T and other common carriers together with the local telephone companies, including the Bell Operating Companies.  
\* Hong Kong Telephone Company only.  
\* The figures for West Germany, France and Australia are SGL estimates.  
Source: Scott, Goff, Layton

The keyword in attempts by Japanese companies to crack the NTT stronghold is certain to be co-operation. This will be necessary not just because of the enormous capital investment involved (some estimates cost initial outlays at ¥20bn for satellite facilities and ¥30bn for fibre-optic pathways) but also because of the diverse range of technological expertise which will be required. (In this latter respect, interest is also strong in the participation of foreign companies. Morioka of Daini-Denden has already upset Japan's telecommunications satellite makers by suggesting U.S.-made satellites will be a more efficient choice than their Japanese counterparts.)

Foreign involvement in Japan's telecommunications networks has also been conspicuous in relation to the provision of VAN (value added network) services. A measure of liberalisation has already been introduced in this field, and the flurry of activity which the "new" area of business has prompted offers some indication of the readiness of Japanese companies to move into the area of telecommunications business as they become accessible.

Japan's first private VAN services began in November 1983, and there are currently at least 17 VANs in operation nationwide, run by 13 information processing service companies.

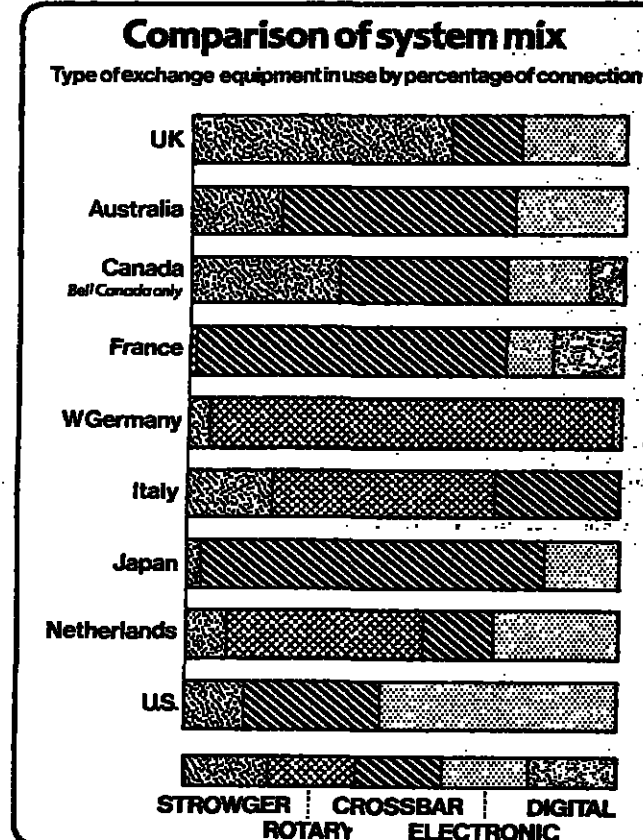
These "local specialist" companies, the best-known among which is Intec, have recently launched intensive sales campaigns aimed at banks, supermarkets and mail-order retailers. Strong interest in the provision of such services has also been shown by major business groups such as Mitsubishi, Mitsu, and Dai-ichi Kangyo Bank, which wish to take advantage of the extensive communications networks they already possess for internal use.

### Interest

The two main foreign companies showing an interest in the market are AT&T of the U.S. and IBM of Japan. AT&T Inc. has announced it is now negotiating with Japanese firms including Mitsu and the Industrial Bank of Japan, for a VAN business tie-up, which will operate under the name Japan ENS Kikaku (enhanced network service). The new Vlnb company will launch the AT&T "Net 1000 system" large-scale digital information service network next April. AT&T has also said it is keen to export its 256 KDRAM chips and small-size computers as part of its joint venture.

IBM Japan Ltd is aiming to advance into VAN services through a firm it has set up together with Mitsu and Cosmo 80, called AST. The new company will make use of IBM's "IT" information network technology. IBM Japan is also said to be considering setting up independent VAN services.

It is too soon, however, to be confident that foreign concerns will set an equal crack at the Japanese telecommunications market. In February last year a government advisory panel made up of representatives from banking, communications, transport and trading companies advocated a study into the development of telecommunications networks of the future. The panel also urged Japanese industry leaders to develop independent VAN systems as a form of protection against U.S. advances in the field.



While Strowger and Rotary systems form the backbone of the international exchange network, Japan's network is based largely on the Crossbar system.

## Moves to control pace of change

MANY OF the forces that have brought greater competition to the U.S. telecommunications market are also at work in Canada. One big difference, however, is that the Canadians—with typical caution—are trying harder to control the pace of change.

A clear sign of the direction the Canadian market is moving in will come this summer when the Canadian Radio-Television and Telecommunications Commission (CRTC) is expected to rule on a bid by CNOP Telecommunications to break a monopoly in Ontario, Quebec and British Columbia on public long-distance service.

CNCP is a joint venture between the two big diversified transport companies, Canadian National and Canadian Pacific. It already provides a private-line, dedicated service in Ontario, Quebec and British Columbia, as well as data transmission facilities throughout the country.

The CNCP decision is likely to have a ripple effect. The CRTC said last January that the marathon case, which involved over 50 witnesses, will give it an opportunity "to develop a more general regulatory policy regarding inter-exchange competition. In so doing, it will be the commission's objective to reduce future uncertainty regarding the federal regulatory response to competitive initiatives."

The Canadian telecommunications systems is at present an almost incomprehensible maze of national, provincial and even local companies, each group regulated by a different authority, but with enough exceptions and exclusions to throw the most hardened analyst off balance.

Bell Canada, a subsidiary of Montreal-based Bell Canada Enterprises, has a monopoly on local service in most of Ontario and Quebec, and owns a substantial stake in three utilities in eastern Canada. Other companies controlled by BCE include Northern Telecom, the world's biggest supplier of digital telecommunications equipment, and Bell Northern Research, a leading research group.

British Columbia Telephone Company, a subsidiary of the U.S. group GTF, has a mono-

poly on the West Coast and also falls within the jurisdiction of the CRTC in Ottawa.

CNCP chose Ontario, Quebec and British Columbia as its first targets in the public, long-distance markets because, like CNCP, the utilities in those three provinces are regulated by the federal government in Ottawa.

Utilities in other provinces fall under the jurisdiction of provincial authorities. The Alberta, Manitoba and Saskatchewan governments own their telephone companies.

There are also a number of local utilities. Edmonton's telephone company is currently locked in a bitter dispute with the Alberta provincial utility on allocation of long-distance revenues generated in the city. Ontario-Northern Telecom communications provides services in parts of northern Ontario not served by Bell.

Public long-distance service—the field CNCP is trying to penetrate—is presently the preserve of Telecom Canada, whose members include the nine major provincial carriers (including Bell Canada) and Telesat Canada.

Telecom Canada is the national satellite corporation owned jointly by the federal government and the telecommunications carriers.

Despite this confusing profusion of utilities, Canada's telecommunications network in many respects matches that in the U.S. for efficiency and sophistication. The two systems are closely integrated. A far higher proportion of the Canadian network has been converted to digital equipment, thanks partly to Bell Canada's close links to Northern Telecom, from which it buys almost two-thirds of its equipment.

The similarities between the U.S. and Canadian systems will become even clearer if the CRTC unconditionally approves CNCP's long-distance application. CNCP has promised to bring rates by 10-20 per cent, bringing an element of price competition to the regulated part of the Canadian market.

The prospect of price-cutting has reopened the debate in Canada on the principle of "universal service," one of the most sensitive facets of the North American telephone revolution.

As in the U.S., Canadian subscribers have up to now enjoyed the luxury of a low, fixed monthly fee for all local calls. The degree of cross subsidisation between local and long-distance service is even greater in Canada. BC Tel, for example, spends 36 cents to generate C\$1 in trunk revenues, but C\$2.13 to produce C\$1 from local service.

Revenue boost

CNCP's absence from the local market is one reason why its application for long-distance rights is strongly opposed by Bell and BC Tel.

To boost local revenues and give themselves flexibility to fight off the long-distance threat, the established companies are eager to introduce a system of graduated charges for local calls, known as "local measured service."

Bell's evidence to the CNCP hearings observed that "on the local service side, the existing flat rate structures and levels have provided little incentive

for Canadians to exercise restraint in their use of local facilities."

Bell insists that it has taken no firm decisions on DMS. But it has launched an ambitious public relations campaign to persuade sceptical users that the days of free local calls may be nearing an end. It has also filed an application with the CRTC for a general tariff increase.

The CNCP case may be a watershed, but it follows several moves in the last five years to open the Canadian market to competing services and products. By allowing telephone subscribers to buy their own equipment in 1980, the CRTC encouraged competition between equipment suppliers and spawned a lively inter-connect market.

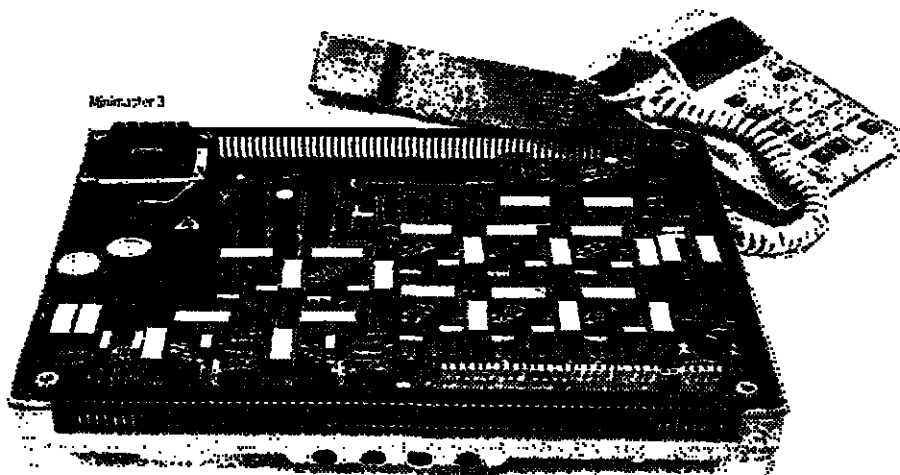
Curbs on the ownership of earth satellite stations will be lifted in spring 1986. The cellular mobile radio market has been opened to competition, and cable companies are pressing for permission to enter fields now reserved for the telecommunications utilities, such as high-speed data transmission.

The pace of change is sufficiently strong to attract many equipment suppliers to the Canadian market. Although AT&T has long been a supplier to the phone companies, it set up an office in Toronto in late 1983 to expand its sales to subscribers, especially Canadian subsidiaries of U.S. companies.

AT & T hopes to capture 8 to 10 per cent of sales to business users by the end of the decade. Similarly, the Swedish group L.M. Ericsson has secured a pole position in the cellular radio-telephone market by licensing a supplier to Cintel Cellular Radio Group of Montreal, which plans to provide a portable telephone service in 23 Canadian cities, starting this summer in Toronto and Montreal.

Canadian companies are also spreading their wings. Moves by Northern Telecom (see profile) and Mitsu into areas such as data communication and semi-conductors are well-known.

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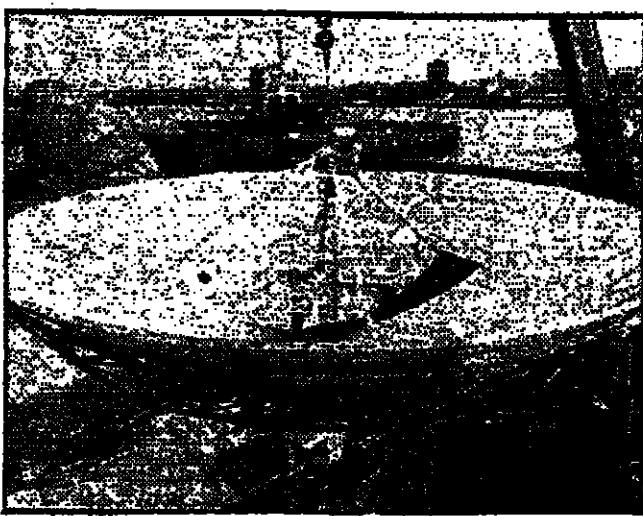
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**Lake**



## International Telecommunications 11

## Moves towards wider collaboration



London dockland earth station: a second British Telecom dish aerial is lowered into the capital city's dockland area which is at the heart of the UK's latest high technology communications scene. The first customer of the earth station was Satellite Television which transmits Sky-channel programmes to seven European countries, via an Intelsat satellite.

## How companies are linking up

American Telephone and Telegraph (U.S.): Since AT&T won the right two years ago to compete outside the U.S. regulated telephone business, it has made two major industrial alliances—with Philips, the large Dutch electrical and electronics group, and Olivetti, Italy's leading office equipment supplier.

The link-up reflect AT & T's need to establish rapidly a presence on international markets, from which it had been absent for more than half a century, and to strengthen its product range, particularly in fast-moving competitive businesses such as office automation. AT & T and Philips Telecom, a joint venture based in the Netherlands, has been set up to market internationally versions of AT & T's No. 5 ESS digital public exchanges and transmission equipment. So far, its only sizeable orders have been for public exchanges in the Netherlands, almost a captive market for Philips.

AT & T has acquired 25 per cent of Olivetti, with an option to raise its stake to 40 per cent eventually. Olivetti is supplying AT & T with personal computers for sale in the U.S. market. AT & T has also commissioned Convergent Technologies, a fast-growing Californian company, to develop workstations for it.

AT & T has also agreed on a joint venture with ENX, the Spanish telecommunications group, to build a microchip plant in Spain. Earlier last year AT & T had unsuccessfully acquired Ibmec, the British microchip manufacturer, which was later bought by Thorn EMI, the largest UK consumer electronics company.

British Telecom (UK): Watch this space. BT plans to expand internationally after privatisation and is weighing a number of options for collaboration, joint ventures and acquisition. The U.S. market is its prime target.

Cable and Wireless (UK): Since it was privatised by the British Government in late 1981, Cable and Wireless has announced a string of international acquisitions in a bid to broaden its business base, which depends heavily on telecommunications franchises in Hong Kong and Bahrain.

In Asia, Cable and Wireless has bought Hong Kong Telephone and has entered several telecommunications joint ventures in the People's Republic of China. It has also been granted a franchise to operate Macao's international telecommunications traffic.

In the U.S., the company is involved in plans to install high-capacity long-distance cable links along railway tracks in several parts of the country and is a partner with American consortium Tel-Optik in a project to lay a transatlantic optical fibre cable system. It also owns several small U.S. companies including TDX, a call-routing firm, and equipment distributor Carterfone.

UK projects  
In Britain, Cable and Wireless acquired full ownership of Mercury Communications last year, after co-founders Barclay Merchant Bank and British Petroleum withdrew. Mercury, which is building a UK network to compete with British Telecom, operates transatlantic services in partnership with Western Union of the U.S.

Cit Alcatel (France): Cit Alcatel took effective control of the telecommunications business of Thomson, the number two in the French industry about 18 months ago. Since then, it has intensified its quest for international partners to help it diversify and to share the mounting cost of developing new products.

It has had mixed success to date. It teamed up with Philips in radiotelephones, but the alliance faces an uncertain future after the abandonment of Franco-German plans for a common cellular mobile system. Talks with GEC and Plessey of Britain on collaboration foundered after French efforts to sell Cit Alcatel's E10 public exchange to British Telecom were rebuffed.

Since then, Cit Alcatel has agreed on limited technical cooperation in public exchanges with Italy's Italtel and is discussing link-ups with West

Germany's Siemens. It is also collaborating with Xerox, the U.S. copier group, on computer software. In the past few years it has bought Friden, the U.S. framing machine company, and UK office products company, Ronco.

L. M. Ericsson (Sweden): Ericsson, a world leader in public exchanges, began diversifying into office automation and private data systems about five years ago, chiefly by acquisition. In Sweden, it has bought Datassab, the maker of small computers, and typewriter and printer supplier Facit.

In the U.S., it has a joint venture with oil company Atlantic Richfield which markets Ericsson telecommunications equipment and produces computer software on cables. It has also agreed with U.S. computer company Honeywell on plans to develop office equipment based on the two companies' products.

IBM (U.S.): IBM's expansion in telecommunications accelerated late last year, when it took control of Rolm, the U.S. leader in fully digital private branch exchanges (PBXs). It also increased to 60 per cent its stake in Satellite Business Systems (SBS), an ambitious but loss-making U.S. satellite communications network, whose service IBM now sells through its own marketing force.

IBM operates a sophisticated data network, Information Network Service, in the U.S. It is developing an electronic financial information and trading system with Merrill Lynch, the largest American stockbroker, and plans a home information services venture with CBS, the broadcasting company, and Sears, the retailing and finance group.

Thorn Ericsson, a joint subsidiary with Thorn EMI, makes telecommunications equipment in Britain. It is supplying network equipment for the Racal-Vodafone cellular radio system and is among the contenders to supply British Telecom with an alternative to Systex X public exchanges.

GTE (U.S.): The largest vertically integrated telecommunications company in the U.S., GTE has a joint equipment manufacturing subsidiary with Ferranti in Britain and a development agreement with Italtel. It also has subsidiaries in Canada, Brazil and Italy and is working with Wang, the American office systems supplier, to make compatible communications products.

IBM plans

In Europe, IBM has supplied computers and public exchange add-on equipment to British Telecom and is also building much of West Germany's public videotex service. But a proposal to launch a UK data network service jointly with British Telecom was vetoed by the Government last year.

Northern Telecom (Canada): Second only to AT&T in the U.S. telecommunications equipment market, Northern Telecom is seeking to diversify into office automation. But it is reluctant to tie itself too closely to any computer manufacturer, though it has technical cooperation agreements with companies including Sperry, Data General and DEC.

Plessey (UK): Plessey is counting heavily on expansion in the U.S., where it owns the public exchange business of Stromberg-Carlson and is linked closely with Scientific Atlanta, a maker of satellite earth stations and cable television equipment. It has yet to win any major American orders, however.

Standard Telephone and Cables (UK): The world leader in submarine cables, STC has recently weakened one set of old ties—with IIT of the U.S., which has reduced its stake in the company to 24 per cent—and forged a number of new ones.

In line with its strategy of technological "convergence," it has acquired ICL, the largest UK-owned computer company, which already markets under its own name a large PBX made by Mitel of Canada. STC has also bought International Aeradio, a British supplier of specialised communications services, and IIT's electronics activities in the UK.

Guy de Jonquieres

AS THE telecommunications industry strives to adjust to the rapid pace of change which is re-shaping its markets worldwide, companies are increasingly looking to collaboration to strengthen their commercial positions and enable them to expand and diversify into new fields.

Collaboration can take a number of forms, ranging from fairly informal agreements between companies to unit in support of certain technical standards through joint ventures in research, product development and marketing to outright acquisition.

As the accompanying table makes clear, the urge to collaborate is shared even by some of the world's largest companies, such as American Telephone and Telegraph and Philips of the Netherlands, which is Western Europe's biggest electronics and electrical group.

Nor are these alliances confined to companies whose main business has historically been telecommunications. The convergence of computing and communications technologies is spurring link-ups between partners which had until recently operated in quite separate markets. The recent acquisition by IBM, the world's largest computer company, of Rolm, the successful U.S. private branch exchange (PBX) manufacturer, is one example.

The trends have been most evident in the U.S. and Western Europe, and particularly between companies in these two regions. In the U.S., increasingly fierce competition is forcing the telecommunications industry to look abroad to enlarge its markets.

In Europe, where most national markets are still compartmentalised and dominated by state monopolies, companies are looking to the U.S. to provide economies of scale which they cannot achieve at home.

Alliances between European telecommunications companies have been relatively rare, though a modest trend is starting to develop in this direction. European manufacturers face two problems, however.

One is that national restrictions make it difficult for them to sell on each others' markets. The second is that the main strength of most of the leading manufacturers is in public switching, which is an overcrowded market, and there is a high degree of duplication between their product ranges. Hence, little complementarity exists between their principal businesses.

Another feature worth noting is the virtual absence of significant collaborative arrangements between Japanese companies or with manufacturers in the West. This contrasts with the steady growth of alliances between Japanese, U.S. and Western European companies in large computers.

Part of the explanation for the discrepancy may be that unlike the computer market, where competition is subject to few government restrictions, telecommunications markets in both Japan and Europe are still constricted by national monopoly policies.

There are four principal motives which, separately or in combination, underlie most of the collaborative arrangements reached recently. They are:

1—The need to share mounting development costs. This is a particularly important factor in public switching. It is estimated that the investment needed to develop a new range of digital exchanges today is not much less than \$1bn, and that sales of about \$14bn are required to justify the cost.

Increasingly, however, the trend among public telecommunications carriers worldwide is to split their switching orders between two or more competing systems. That makes it even harder for manufacturers to recoup development costs just on their home markets.

Examples of such collaboration include the joint venture between AT & T and Philips and the sporadic discussions between several larger European manufacturers on joint projects to develop the next generation of "superswitches."

2—Gaining a presence in new geographic markets. This objective is closely related to customer, market approach, selling methods and the ways

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in which they manage their businesses. Historically, telecommunications has been a capital equipment business, in which a large proportion of sales has been made to central telecommunications administrations—or in AT & T's case, to itself. The major determinants of the market have been engineering criteria and the replacement cycle.

Almost all telecommunications equipment manufacturers have faced a challenge in coming to grips with the more open competitive markets for products such as subscriber apparatus and, more recently, office automation. In most European countries, state monopolies have traditionally dominated even these markets. Several telecommunications companies have sought to overcome this handicap by buying into computer and office products manufacturers which have direct experience of selling to final customers.

AT & T's purchase of 25 per cent of Olivetti—which is also supplying AT & T with product—is a case in point.

However, there are plenty of traps for the unwary, and mastering the art of marketing directly to final customers can be a demanding task. L. M. Ericsson has recently suffered some reverses in its private systems business, as did Northern Telecom after buying two U.S. computer terminal companies in the late 1970s.

4—Gaining marketing expertise. This is often the hardest part. Though their technologies are merging, the computer and communications industries still differ in terms of type of customer, market approach, selling methods and the ways

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# A scramble to boost production

## U.S. PBX manufacturers

LOUISE KEHOE AND PAUL TAYLOR

THE U.S. market for large switches handling more than 500 lines is perhaps the most unpredictable, and fastest-growing, part of the market — at least in the short term. Currently, it is expanding at a clip of around 25 per cent per year and expected to peak next year when many Bell operating companies are expected to begin placing large orders.

This sector of the switch market is currently dominated by Northern Telecom, AT&T, Rolm and NEC. But there is a host of other competitors banging on customers' doors for orders and a number of manufacturers are also very keen to sell public exchanges to the new independent regional Bell operating companies.

These include L. M. Ericsson and ITT which is gambling much of its credibility in the U.S. market on selling its System 12, already highly successful elsewhere, to the Bell operating companies and others. Last year, ITT sold its first System 12 sale in the U.S. when United Telephone of Florida ordered 12,000 lines by 1986.

**ITT's task**

ITT says it is currently negotiating with a number of the newly-independent Bell companies and claims to be "close" to winning its first order.

ITT will have to move fast because all the major players are scrambling to boost production and win orders in this sector. AT&T in particular is making a determined, and apparently successful, effort to win back a major share of the orders for large public switching equipment with its SESS switch. After completing a major overhaul including extensive automation of its SESS plant in Oklahoma City in late 1983, production has been expanding dramatically.

Having shipped only 27 switches with 180,000 lines before 1984, AT&T passed the two millionth SESS line mark in November, and had shipped over 145 switches and 65 remote units by the end of last year. This year AT&T expects to ship 325 main switches and 160 remote units

with 6m lines.

The "medium" size PBX market is perhaps the slowest-growing part of the industry and its share of the overall market is shrinking from about 40 per cent in 1983 to perhaps 28 per cent last year. However, this market is also extremely competitive as established equipment makers vie for replacement orders with several new entrants. Most analysts suggest a growth rate of under 10 per cent a year for this sector.

Across the broad spectrum of the exchanges, European and Japanese manufacturers have increased their share of U.S. sales over the past year, aided by the strong dollar. NEC has been particularly aggressive: for example, it won an important contract from Sonosor Systems, a southern New England telephone subsidiary.

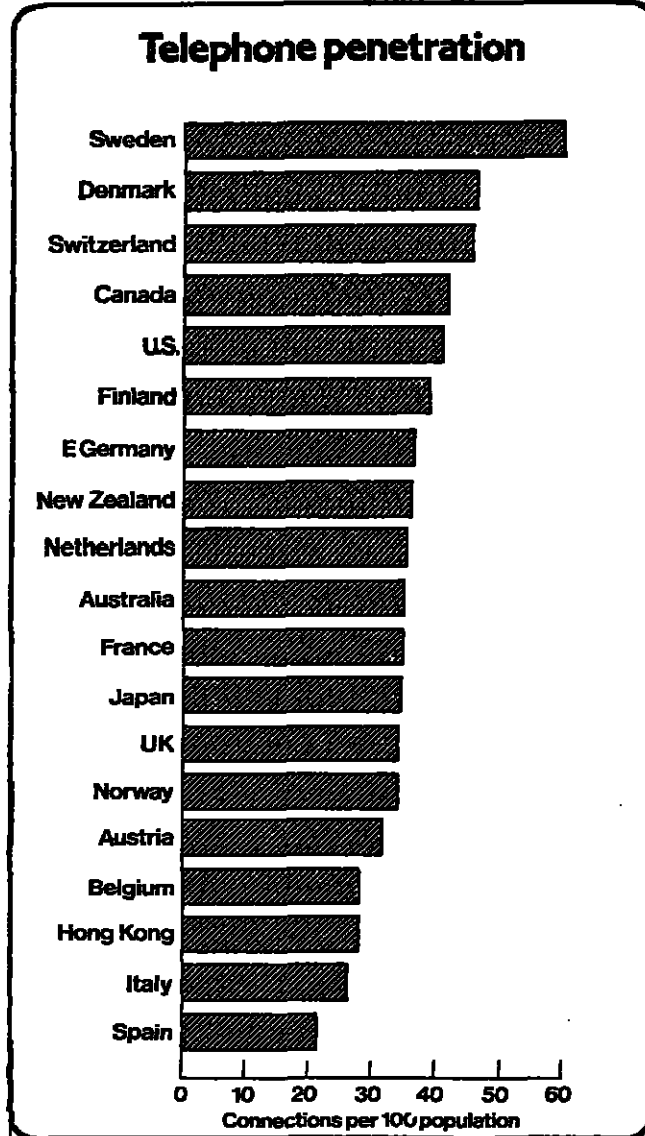
Estimates of the overall growth potential for PBX sales vary widely. Analysts at L. F. Rothschild's communications analysis group in San Francisco predict a 20 per cent industry growth rate to total about \$8bn by the end of the decade.

In contrast, other market analysts project growth of only 5 per cent over the same period. Indeed, parts of the market have proved highly volatile during the past year. For example, in October ITT restructured its US telecommunications business citing, among other factors, "an unanticipated market downturn during the past several months of PBX equipment and terminal equipment."

The pessimists suggest that the PBX business has enjoyed a once-only surge during the mid-1970s and early 1980s due to the changeover from analogue to digital systems. They see growth slowing to match population growth over the next several years.

However, other industry experts believe that new technology and new features will raise the price of new systems and create demand for replacement or enhancement of existing systems. By the late 1980s, as much as 40 per cent of the PBX business is expected to come from selling add-on extra features for installed systems, they say.

The PBX market is clearly maturing and manufacturers are scrambling to win market share. According to industry experts, competition is at an all-time high. Some manufacturers are even said to be selling below cost in a desperate attempt to



establish themselves before an anticipated industry shake-out occurs.

Already several companies, including Rockwell International and Telecommunications, have folded their tents in the PBX business while other companies such as CXZ, Zitel, David Systems and Prolink are rushing into the market with new products.

Two trends are expected to boost PBX sales. The first is the anticipated growth of "tenant shared" telecommunications facilities: "A building manager would install a large switch (PBX) in a big office complex and then rent a PBX service to the tenants. Instead of buying their own PBX, the tenants would rent space on the master switch while having the privacy and security of their own system."

### Growth rate

While this trend is not expected to dramatically alter the market size it could reduce the growth rate in the smaller (under 200-line size) system sector while adding a corresponding amount to the growth in the market for big PBXs and switches.

The other major technology trend in PBX equipment is towards combined voice-data systems which may breathe new life into the PBX business as well as creating a new market

sector for "universal" workstations, which are essentially personal computers with fancy telephone capabilities built into them.

U.S. sales of these "integrated voice/data terminals" (IVDT) totalled \$100m in 1984 but could grow to as much as \$400m-\$500m by the end of 1986, according to market analysts.

Already, however, dozens of companies are competing for a share in this emerging market. PBX manufacturers AT & T, Mitel, Northern Telecom, and Rolm have each introduced their own version of a "personal communications terminal."

Televideo and Wang, from the office automation world, are also involved, and at least half a dozen start-up companies are pitting themselves against the big companies with a variety of products ranging in price from as little as \$750 to over \$2,500.

Personal computer manufacturers including Apple, Compaq and Hewlett-Packard are also believed to be developing IVDT products, which could come to represent the next generation of desk-top computers.

The IVDT, whether known as a new type of personal computer, or regarded as a sophisticated telephone, seems likely to become a significant addition to the telecommunications equipment market this year.

# Contracts reshuffle needed

## Defence communications

ROB RAGGETT

NATO's VITAL command, control and communications (C3) is in a state of disarray. Political problems have thrown off course any overall strategy that might have existed, while the inability of some sectors of the electronics industry to produce and deliver equipment and systems for Nato programmes has seriously reduced the alliance's overall C3 effectiveness.

Some even argue that with the present unco-ordinated mix of old and new technology, the lack of a totally structured system architecture within Nato, and the delayed state of many programmes, in the event of a major armed conflict within Europe, Nato C3 could evaporate into a state of total ineffectiveness and confusion.

Dr Jon L. Boyes, former Vice Admiral U.S. Navy, and now International President of the influential U.S. Armed Forces Communications and Electronics Association, believes that the problems stem from the continued preponderance of contracts that ended up in American hands, with very serious results of non-production and limitations in even the ability of those systems to be deployed and to meet the specifications.

For example, says Admiral Boyes, a large company winning a contract and then not paying enough attention to get the system "on the street."

The competitive U.S. environment has created the attitude among some U.S. companies of "let's win the contract at all costs and then worry about whether we can deliver or not."

Added to this has been a tactical process which has developed over the past few years,



Marconi Clansman vehicle radio. The company has been successful in selling its systems to the U.S. Navy.

which has resulted in the establishment of a very powerful group in the U.S. which has decided, as part of the overall political theory of the U.S., that they will stop technology transfer, in the belief that some Europeans can't be trusted to prevent that technology falling into the hands of the Soviet Union.

According to Admiral Boyes, what you now have is Nato members looking sideways at their fellow nations and saying, "Well, I'm not sure that I can trust you."

There are signs of a realisation that a solution must be found and that Nato has to work together to use its combined technology resources to the full to maintain its lead over the Soviet bloc.

in areas where they are able to demonstrate superior technical performance.

Marconi Communications Systems, for example, has been successful in selling its latest Clansman Communications System to the U.S. Navy, while either Plessey or Thomson-CSF of France (in partnership with U.S. companies) is soon to be selected to supply equipment for the potentially lucrative High Seas Submarine Element of the major U.S. Tri-Tac battlefield communications system.

### Key element

Indications are, however, that whichever company wins the order most of the money into the U.S. Integrated and efficient C3 is the key element of the whole reformation in Nato defence which has to come about. However, it is only part of a much broader problem which must soon be addressed—the overall role and individual contribution of Nato members in the defence of Europe. Space is a prime example, while we may not see the day of space troops being sent into a battlefield, the U.S. leadership seems to see the process as almost inevitable and is putting a lot of money into space programmes.

Many Americans are calling for European countries to bear a larger burden of the cost of European defence and will certainly want to see increased efforts in the space area from its European partners.

Simple economies and a changing attitude in the U.S. will dictate the need for Europe to become less dependent on U.S. military support. At the same time there has to be a move towards greater trans-Atlantic technical co-operation, a realistic two-way street trading policy and a fairer distribution of Nato contracts if the alliance is to maintain its technology lead. The balance is delicate.

# International trade battles loom

## Optical fibre transmissions

RAYMOND SNOODY

THE USE of optical fibres in telecommunications has developed in less than five years from small prototype systems to become one of the leading ways of carrying trunk telephone traffic.

Britain, Japan and the U.S. are increasingly using fibre optics for trunk transmission. This technology is now spreading to the junction of the leading linking exchanges within a small area. And within three years, the first trans-Atlantic submarine cable to use optical fibres will have been installed.

Optical fibres are hair-thin strands of very pure glass which can carry high volumes of telecommunications traffic in the form of tiny pulses of light, usually from a small laser. The advantages of optical fibre over copper cables are:

● The system is usually much smaller and lighter than conventional co-axial cable which, in turn, reduces the handling costs and makes it easy to fit into crowded city ducts.

● It is now significantly cheaper for carrying high volumes of information, such as on busy trunk routes.

● The signal sent along optical fibres needs less frequent boosting, which thus means fewer expensive repeater systems. It also means most repeaters can be stored within exchanges, rather than in damp holes in the ground.

● It is immune from electrical interference and is much harder to tap.

Although military authorities have a strong interest in the potential of optical fibre technology, its greatest use by far is in the area of telecommunications. American Telephone and Telegraph alone is installing optical fibre at the rate of 200,000 miles of fibre a year, and competitors such as MCI and GTE are also rapidly building new routes using fibre optics.

One research company estimates that the U.S. will be installing 4.5m miles of fibre a year by 1990. Japan is building a fibre-optic "backbone," linking its main islands, and even has extremely ambitious plans to use optical fibres as a link with every home.

Britain is also one of the leading users of optical fibres: British Telecom has only been installing optical fibre in the trunk routes for nearly a year. Mercury, the new network contractor for BT, is building the core figure of eight trunk network in England which is based on optical fibre cables, which run alongside British Rail's tracks.

A sign that optical fibre technology has truly arrived is that it has now become the subject of international trade battles. Last autumn the U.S. Commerce Department warned that the American lead in the field was being jeopardised by the threat of subsidised competition from other countries and closed markets.

"Foreign manufacturers will inevitably penetrate the U.S. market to a degree that under current demand conditions, U.S. firms will be unable to match in their efforts to sell abroad," the department warned.

### Accusations

The U.S. fears that optical fibre development in many countries is being funded to a much greater extent by national governments than it is in the U.S. There have also been accusations that Nippon Telephone and Telegraph is paying considerably more than prevailing world prices for optical fibre systems which has cross-subsidised Japanese companies such as Sumitomo and NEC, in export markets.

One area where there is likely to be very keen international competition is in submarine cable systems. Britain's Standard Telephones and Cables, the world's leading supplier of such systems, is building the first international undersea link to use optical fibre. The cable will run between Britain and

Belgium and is expected to go into service this year.

Most attention is being focussed on the new trans-Atlantic cable TAT-8, which is expected to come into service in 1988. The cable is being built in three parts which meet at a junction box under the ocean, close to the European coast.

The major share of TAT-8 is being made by AT&T and is also the largest shareholder (35 per cent) in the cable project. AT&T will be supplying the 2,150-mile stretch from the U.S. to the junction for \$250m. STC won orders of \$22m to link Britain with the U.S. and Submarine, a French consortium, won orders worth \$33m.

The unusual method of building the cable with a junction box enables all three companies to build a complete section of the system. There is still some uncertainty, however, as to whether optical fibre technology will survive as long under the sea as conventional copper cable: the design life of a submarine cable is 25 years.

Such worries have not deterred plans to install the first private enterprise trans-Atlantic fibre optic cable. Britain's Cable and Wireless, and a group of U.S. investors, have set up a joint venture, Transatlantic Cable, which is to spend \$600m building two fibre optic submarine cables. The first of these will come into operation in June 1988.

# Competition grows fiercer

## Mobile systems

GEORGE CHARLISH

THE DEBUT next Spring of Britain's new cellular radio-telephone systems, Cellnet and Vodafone, will be only the opening phase in a competitive technology struggle to provide the best, lowest cost service for the expected 30,000 or so first year customers.

For example, an unknown outsider, Excell Communications (a British company) has already surprised the electronics giants with a hand-held portable that weighs only 1 lb and measures a mere 7 x 3 x 1.25 inches. Ericsson, too, with a relatively long cellular experience in the Scandinavian NMT system, has just announced a 50 per cent size reduction in its vehicle sets. Size and weight will prove crucial to sales.

In addition, there is already talk of "satellite" cellular radio, probably to European standards, that will be all digital, possibly using packet switching techniques of the kind used to send data over land lines more cheaply and efficiently.

Both cellular radio and another emerging technique called community trunking are aimed at overcoming the 50 year old bete noire of radio communications — the filled waveband.

Since World War Two, mobile communications frequencies have been steadily increased (they are now at 900 MHz) and speech bandwidths have been cut to accommodate more channels. But demand has always outstripped supply, keeping public service prices artificially high.

The big advance came in 1959 from Bell Laboratories—cellular working. But only since the mid-70s have computerised channel tuning, frequency synthesis and high speed electronic switching been available to implement it.

A conventional system for a city often uses a single, centrally placed, radio transmitter giving coverage of 15 to 20 miles. Such a system might be allocated 50 channels. But the high power of the transmitter needed to reach vehicles at the city's edges means that the signals will sometimes be picked up much further away. So the frequencies cannot be re-used within perhaps 100 miles for fear of mutual interference.

### Cellular radio

Cellular radio allows the channels to be used over and over again. The city area is divided into a number of "cells" (areas) a mile or two across, each with its own low power transmitter (and a receiver) just able to reach the cell edges.

None of the transmitters—there might be eight or so in a city the size of London—can send signals beyond perhaps 15 miles, allowing a set of cell frequencies to be deployed again just beyond that distance.

All the cell base stations are connected by leased telephone lines (or microwave links) to a controlling computer which acts like a telephone exchange. This in turn is linked to the national wired telephone network.

A mobile user dials the number he wants and his unit sends it to the cell base over a permanently available control channel. The base station relays the number to the special computer/exchange which then does two things.

First, it allocates a free radio speech channel and tells the mobile (over the control channel) to tune to it. Secondly, it dials out the number the mobile wants into the public telephone network. In a few seconds, the two parties are talking.

Calls from the public fixed network (a special code is dialled) come into the cellular system exchange, which pages all the mobiles over the control channel. They all immediately compare the number with their own, the matching recipient responds, is allocated a speech channel, and receives the call.

When a vehicle moves from one cell to another the system knows because the new cell's receiver starts to get a stronger signal than the old. Then, if a call is in progress, the vehicle is allocated a new frequency from the new cell's set of channels. The process takes about 0.5 sec and is usually undetectable by the user.

As and when demand in-

creases, the cells can be divided into smaller ones with lower transmitter powers. Further reuse of frequencies in nearby cells becomes possible, yielding more channels.

The other technology, trunking, is the subject of four pilot projects in London conducted by Relcom Communications, Storm, Telecoms and Motorola/Audiolink.

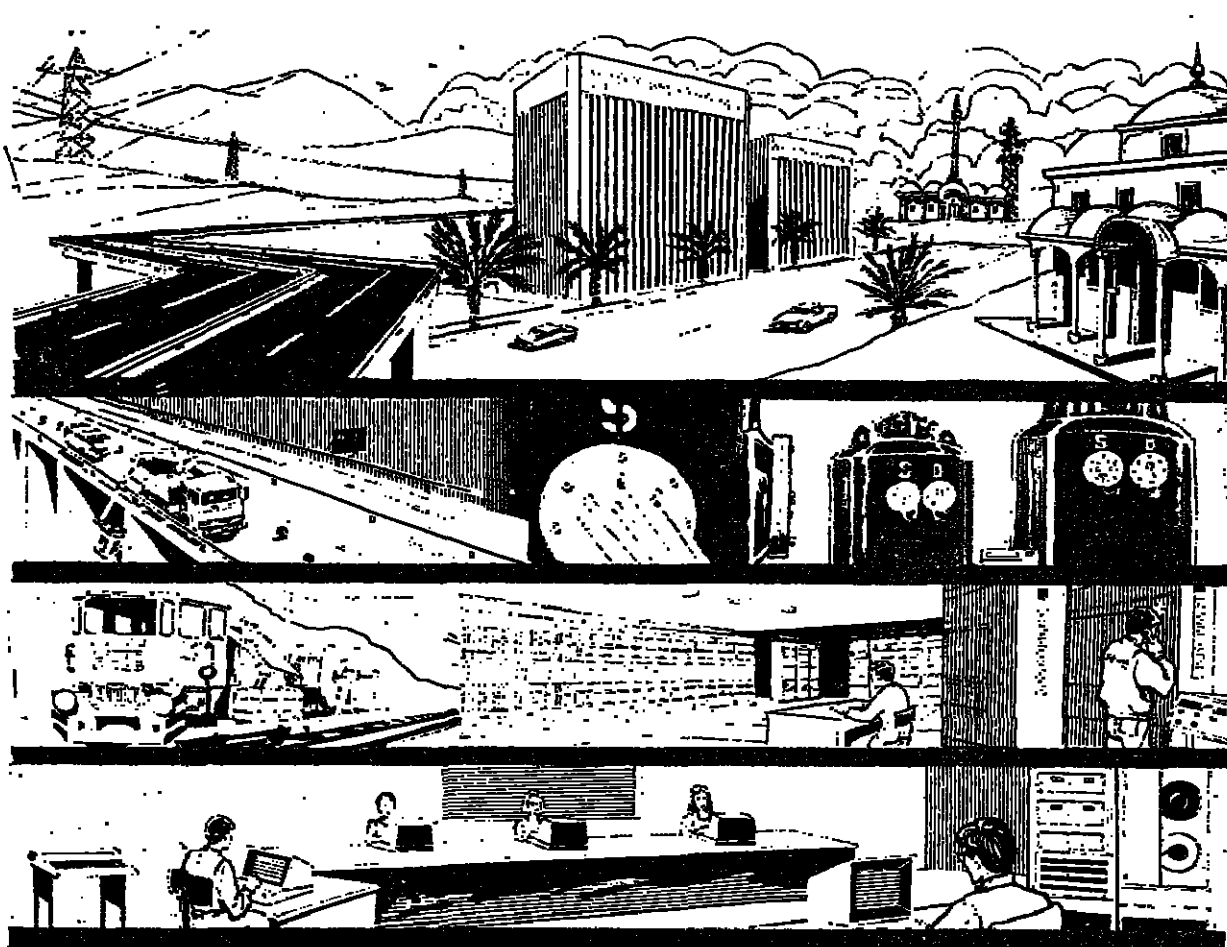
In a particular area, instead of a number of private user groups each having a fixed channel frequency, a number of channels are allocated to the area and each group is dynamically assigned one of them by a computer when the need arises.

In theory, the allocated channels can be kept fully occupied, implying more users, or fewer channels.

In this writer of new two-way radio speech offerings, what is the future for paging, in which a user is "beeped," observes a tiny displayed message on a matchbox-sized receiver, and then finds a phone?

In-house paging in big hospitals, airport, industrial and commercial settings seems to be the user unit is convenient, they and there is always a phone nearby. But the effect of public cellular radio on public paging is another matter. Although the latter is much cheaper, it does rather depend on good public call box availability.

Alex Poliakoff, of Multitone, wants in-house pagers with dialling pads, to allow dialling out via the PABX, and has pleaded for new frequency allocations.



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## On the threshold of a new era

## Satellites and cables

RAYMOND SNOODY

A NEW "half-open" skies era is about to dawn in satellite communications which will lead to growing competition over the rest of the decade.

With the full weight of an electoral landslide behind him, President Ronald Reagan in November moved to create the first breach in the 20-year-old monopoly over international satellite communications held by the International Telecommunications Organisation (Intelsat).

President Reagan has agreed to allow U.S. private sector competition in international communications satellite systems. The decision allows the U.S. Federal Communications Commission (FCC) to begin processing six applications from American companies—four of which are interested in the lucrative trans-Atlantic business—to compete with the 109 nations Intelsat.

The changes will not happen overnight. It could take as long as four years for the FCC to deal with the applications and for would-be private operators such as Orion Satellite Corporation and Cygnus Satellite Corporation to begin offering a competitive service.

## Restrictions

Strict limits will also be set to the degree of competition in an attempt to protect the financial viability of Intelsat. The private operators will be restricted to intra-company video, data and voice transmissions. The private U.S. telecommunications services will not be allowed to carry communications between corporations or telephone between individuals.

The Reagan administration claims that the limitations will protect about 85 per cent of Intelsat's revenues from competition.

The Reagan decision is, however, likely to prove historic despite the qualifications. Intra-company data traffic is the fastest growing and most lucrative sector of the business and it will be very difficult for regulators to distinguish in future between data and digitised voice traffic.

At the time when competition between private and public sector satellites could be start-

ing to intensify fibre optic transatlantic cables, will expand telecommunications capacity. A group of 28 of the world's leading telecommunications authorities hope to have the first transatlantic submarine fibre optics cable in operation by 1988.

Cable and Wireless together with Tel-Optik of the U.S. hope to follow in 1989 with the first private enterprise cable across the Atlantic using strands of pure glass as thin as hair. They plan a second cable for 1992. Each would have the capacity to handle the equivalent of 12,000 simultaneous telephone calls.

Cable and Wireless believes that fibre optic cable will increase the tendency to use cable capacity on high density routes and satellite on dispersed or multi-point routes.

However in Europe at least the growth of international telecommunications business has been greatly in excess of forecasts of even a few years ago.

Sig Andrea Caruso, secretary-general of the European Telecommunications Satellite Organisation (Eutelsat) pointed out recently that experts had once "demonstrated categorically" that no more than 300 or 400 international telephone circuits between remote locations in Europe would be able to make economic use of satellites.

But despite having something like 12,000 telephone circuits Eutelsat's ECS satellite has been operating at full load since October 1983. The demand for additional satellite services in Europe, largely in the area of television distribution, will make it necessary to add a third ECS satellite to the present two this year.

"As far as Eutelsat is concerned the prospects for satellite communication in Europe are very promising indeed, with the necessary steps already having been taken to meet international market demand for public telecommunications services for at least another ten years," Sig Caruso told a Financial Times Telecommunications conference.

However, Sig Caruso gave a pessimistic view of the prospects for direct broadcasting by satellite (DBS) in Europe. He appealed to European countries to get together to share the financing of common satellites which would carry a large number of channels to make such projects viable.

Such co-operation would mean a single second generation DBS

system for Europe instead of five or six.

"This alternative is, believe me, worth considering if our wish is to make DBS reasonably viable from a financial point of view," he added.

But whatever the hopes for second generation DBS plans to get DBS in Europe going in the first place received a boost over Christmas. M. Laurent Fabius, the French Prime Minister, announced that TDF-1, the DBS satellite being produced under a Franco-German co-operation agreement, would be launched on July 7 1985.

## 1988 launch

More significantly, M. Fabius said that TDF-2, which would make the system fully operational, would be launched in 1988.

M. Fabius unveiled the plan in a letter to M. Jacques Pomonti, head of France's National Audiovisual Institute asking him to set up a new company to run the operation. The Government would hold a blocking minority in the new company which would be seeking private sector finance.

The formal decision by the French to go ahead with a two satellite DBS system will increase pressure on the British not to be left behind, particularly as the French DBS broadcasts should be able to be picked up over most of the UK.

The British project, which groups the BBC, the ITV companies and five non-broadcasting organisations, still faces considerable uncertainty. The prospective operating consortium has asked Mr. Leon Brittan, the Home Secretary, for permission to go to international tender for the satellite system. It believes the £80m a year quoted by United Satellites, the UK satellite consortium, is so high that it would make DBS uneconomic.

As Mr. Brittan's response is awaited the final decision on British DBS now seems unlikely before the spring. Uncertainties over DBS are also reflected in the prospects for cable television—the other major arm of the new media. In Britain more than a year after 11 pilot franchises were chosen to begin what was supposed to be a multi-channel cable television revolution, only one—Swindon—has begun and many of the others are having difficulty raising the necessary finance.

In Germany, despite government financial support, there is

a deep division on how cable should develop.

Governments of the Laender, or states, are split along party lines. The seven Christian Laender favour free competition while the Social Democrat Laender are anxious to protect the public service broadcasters.

France has the most ambitious cable plans of any European country with a FFfr 30bn programme spread over 20 years. But here too there have been criticism both of delays in legislation and policy decisions and of the high cost of fibre optic installation.

Mr. Stuart Young, chairman of the BBC, seemed to sum up the present state of new multi-channel cable television in Europe at a conference last autumn when he described it all as "a reluctant revolution."

Fibre optic cable systems offer big advantages in areas of Technology and economy, particularly on high density routes. Right: Peter Tait, a British Telecom engineer, working with optical fibre cable during the Portsmouth to Isle of Wight underwater cable-lay project



## Industrial shakeout gathers momentum

## Public switching systems

JASON CRISP

THERE IS one thing on which the world's telecommunications suppliers agree. There are too many companies offering digital public telephone exchanges, and there is no doubt that many will have to withdraw from the field.

The problem is that the world demand for public telephone exchanges is not big enough to support the enormous escalation in development costs. Today, it would probably cost over \$1bn to develop a new digital telephone system. In addition one leading manufacturer says it costs \$100m a year in research and development to keep the system up to date and competitive.

The consensus is that there will be no more than nine suppliers with three each in Europe, North America and Japan although some think it

could be even less. There is less agreement about which companies will remain as prime suppliers of telephone systems.

However, the shake-out in the industry is already underway. Last year, the Swiss abandoned an attempt to develop their own digital system and held an open tender. They have adopted System 12 from ITT Corp, the U.S.-owned multinational, and AXE from LM Ericsson of Sweden.

Two years ago Philips, the Dutch electricals giant, abandoned its attempt to develop a digital switching system after spending several hundred million dollars. Philips teamed up with American Telephone and Telegraph to form a joint venture to sell the U.S. giants No. 5 ESS exchanges in world markets.

Following a major reorganisation of the French telecommunications industry Thomson has also withdrawn from the telecommunications business with its assets being transferred to its old rival CIT-Alcatel.

One result of the rationalisation of the French industry is

that for the first time France is prepared to consider buying exchange equipment developed outside the country.

Outside the U.S., practically every industrialised nation has maintained a closed market for telecommunications switching equipment, which has remained the prerogative of the domestic suppliers.

## Fundamental changes

That France, of all countries, should even indicate it would consider an outside system is a measure of the fundamental changes which are now taking place in the industry. The French have been seeking a reciprocal trading arrangement with another country, such as Britain, so that its telephone authority (PTT) would not be exposed to the risks and costs of only having a single supplier.

Other countries which would not have dreamt of even looking at another telephone system are now considering buying them. In West Germany the Bundespost has for the first time accepted two types of

telephone switch, the EWS-D from Siemens and System 12 from Standard Elektrik Lorenz, a subsidiary of ITT.

To the initial amazement of the indigenous suppliers—Plessey, GEC and Standard Telephones and Cables—British Telecom has invited tenders for a second digital system. BT itself had largely paid for the development of System X, the long awaited digital exchanges, which have just begun to be installed.

After a major reorganisation which meant STC was no longer a partner in the System X project BT announced it would seek an international tender for a significant part of its switching needs. BT is close to a conclusion in its evaluation of the three short-listed candidates, Thorn-Ericsson (a joint venture between Thorn EMI and LM Ericsson, Northern Telecom of Canada and Philips/AT&T). Although no indication has been given of the size of the initial order it is likely to mean substantial further business as BT has indicated it would like to buy between 10 and 15 per cent of its needs from a second source.

Business outside the Western world has always been competitive and is being spurred by the knowledge that there is a fight for survival in telecommunications switching. Cut price sales can be justified on the basis that it helps defray the development costs and is likely to mean follow-on orders. In addition there is a growing business in training for maintenance and installation and the establishment of local manufacturing—a vital ingredient in any export deal.

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## 2. What are Italtel's latest products?

Italtel currently offers, in Italy and abroad, a family of digital exchanges comparable in both technology and performance to the world's most advanced products. These exchanges are exported abroad by Italcum, the Italtel-Cte-Telettra joint company, and have been recently selected to modernize the networks of Mozambique and Guatemala.

## 3. What is Italtel's future?

Italtel, the largest Italian manufacturing company in the telecommunications industry, has started to cooperate with its French counterpart, Cit Alcatel, to jointly develop some key parts for the digital exchanges of the Nineties: a first step towards the Europe of telecommunications.

For further information, write to: Italtel-Dre, Via A. di Toccoville 13, 20154 Milano (Italy).

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## International Telecommunications 14



Technological advances are opening up almost unlimited horizons of innovation and choice in the area of international telecommunications. Above: America's Space Shuttle roars away from the launch pad at Cape Canaveral. The project has greatly increased the scope for research in communication satellite technology.

## Upheavals worldwide

CONTINUED FROM PAGE 1

BT itself has adapted to the market Japan also appears set on controlling access to its market once it is deregulated. To a large extent, this reluctance stems from industrial policy considerations. In the UK, particularly, the government's initial enthusiasm for the virtues of untrammelled competition was quickly tempered by concern that its market would be overwhelmed by foreign entrants which would sweep aside the domestic industry.

In continental Europe, the picture is complex and confused. There have been tentative movements in several countries towards a relaxation of monopoly rules over apparatus and services, though none is yet considering introducing competition in public networks, as the UK has done by licensing Mercury Communications.

There have also been discussions, both bilaterally and at EEC level, about proposals for closer European industrial collaboration, the harmonisation

of technical standards and reciprocal procurement. How far and how fast progress will be made on these fronts remains uncertain, however.

A number of European telecommunications monopolies (PTTs) still seem to believe that they can minimise the impact of the upheavals elsewhere in the world by insulating their national markets. While this may well be true in the near-term, it is questionable how long it will hold good in an industry whose technology increasingly ignores national frontiers.

Perpetuating such policies will also keep European markets fragmented, when the survival of European telecommunications manufacturers requires economies of scale far larger than their home markets can provide.

Of all the pressures for change, perhaps the most powerful is the increasingly dynamic inter-relationship between communications and the rest of the economy. The availability of efficient, flexible and technologically advanced communications facilities is closely linked to fundamental changes in the

structure and operations of industries as diverse as banking and financial services, broadcasting and manufacturing.

Communications and the needs of the customers which it serves feed off each other. In the U.S. large corporate users are already taking charge of their own communication operations, rather than relying on carriers such as AT&T, further muddying the distinctions between once separate industries.

Few other countries yet permit such freedom. But it does seem that information flows and the means by which they are transmitted are becoming fused together. For much of the past century, progress in telecommunications was determined largely by the technical ingenuity of the suppliers.

Today, as technological advances open up almost unlimited horizons of innovation and choice, the needs of users are becoming an increasingly decisive factor in the industry's future development. To turn Marshall McLuhan's celebrated phrase around, the message is becoming the medium.

TELECOMMUNICATIONS has been a spur to productivity in the office since the invention of telephony. In the modern office, however, shaped by the convergence of computing, telecommunications and office systems, it takes on an importance far beyond its traditional function of distributing voice, telex and telegraphic messages.

Using as their common currency the binary code, the language of computers and computing, telecommunications networks are able to distribute, store and recall voice messages, facsimile images, video images, data and text.

Manufacturers are starting to launch desktop devices—"integrated workstations"—designed to take advantage of the new potential.

In the U.S. and now in Europe, for example, Northern Telecom has been selling the "Displayphone"—a combination of data terminal and telephone which enables an executive to conduct a "hands-free" telephone conversation, examine information held on a private or public database or send a letter by electronic mail.

Two months ago in Britain, ICL launched its "One-per-Desk," a multifunction workstation designed in conjunction with Sinclair Research.

It featured advanced telephony—hands-free operation, last number recall, on-line directories and so on, together with considerable computing power—word processing, spreadsheet and database software.

It was modelled to some extent on the Sinclair QL microcomputer, and so some might argue against its use of Sinclair's idiosyncratic "micro-drive" storage units, but nevertheless it is one of the first desktop units to combine voice telephony and computing in a single package.

To give an idea of the way things are going, the Grid "Compass" portable computer, one of the best but also the most expensive of the lap machines, can be supplied fitted with a telephone handset.

Frost and Sullivan, the New York-based market consultancy, recently carried out a survey among potential users of integrated workstations; it found that 63 per cent of its sample wanted an executive workstation tied into the telephone network.

Of that sample, 77 per cent were anxious to be able to see information held on mainframe databases, 71 per cent wanted to be able to communicate with

## Automation in the office

ALAN CANE

other managers or professionals and 53 per cent wanted to be able to make contact through their workstations with people who reported to them.

But true executive workstations do not exist at present except in prototype form—cannot exist, in fact, until national telecommunications networks become all-digital.

The three workstations already described use separate exchange lines to transmit and receive data and voice or are able only to handle voice or data at any one time, chiefly because of the deficiencies of telecommunications systems as they exist today.

The ideal would be a telecommunications network worldwide operating only in digital fashion, but that is some way off yet.

## Contrasts

Conventional voice telephony operates in analogue fashion—voice and data is represented by an electrical signal which varies continuously.

In a digital network, on the other hand, all information is represented by discrete pulses of electricity and clever timing of electricity and clever timing of pulses can be established so that a number of different kinds of messages can be transmitted simultaneously and unscrambled according to the time they arrive at the receiving end.

This is called an integrated services digital network (ISDN)—existing networks may transmit information in digital form from switchboard to switchboard—the long hops—but the local loops from handset to



In the UK, a Mercury trunk microwave link connects Birmingham with London. This is being supplemented by the first phase of Mercury's optical fibre trunk network. Trunk antennae and local distribution equipment are sited on Alpha Tower, with direct line of sight across the City of London.

switchboard remain firmly analogue.

Writing in *Science* magazine, Mr. John Mayo argued: "Ultimately, the expansion of digital technology and user demand for data orientated services will lead to realisation of the integrated services digital network."

This public, nationwide, end-to-end digital capability will let the user choose the type of terminal to be used, the rate at which information will be transmitted and the size and density of messages—and will also allow simultaneous provision of a variety of voice and data services.

Already the first of these new services are starting to make their mark. After word processing, for example, the first electronic office system a company installs is usually electronic mail.

Within a few weeks, staff in these companies find their electronic mail system indispensable. The theory of such systems is simple. The British Telecom "Gold" electronic mail service, for example, which is based on a system developed by Dialcom in the U.S., comprises a number of central computers or "post offices." Each post office holds

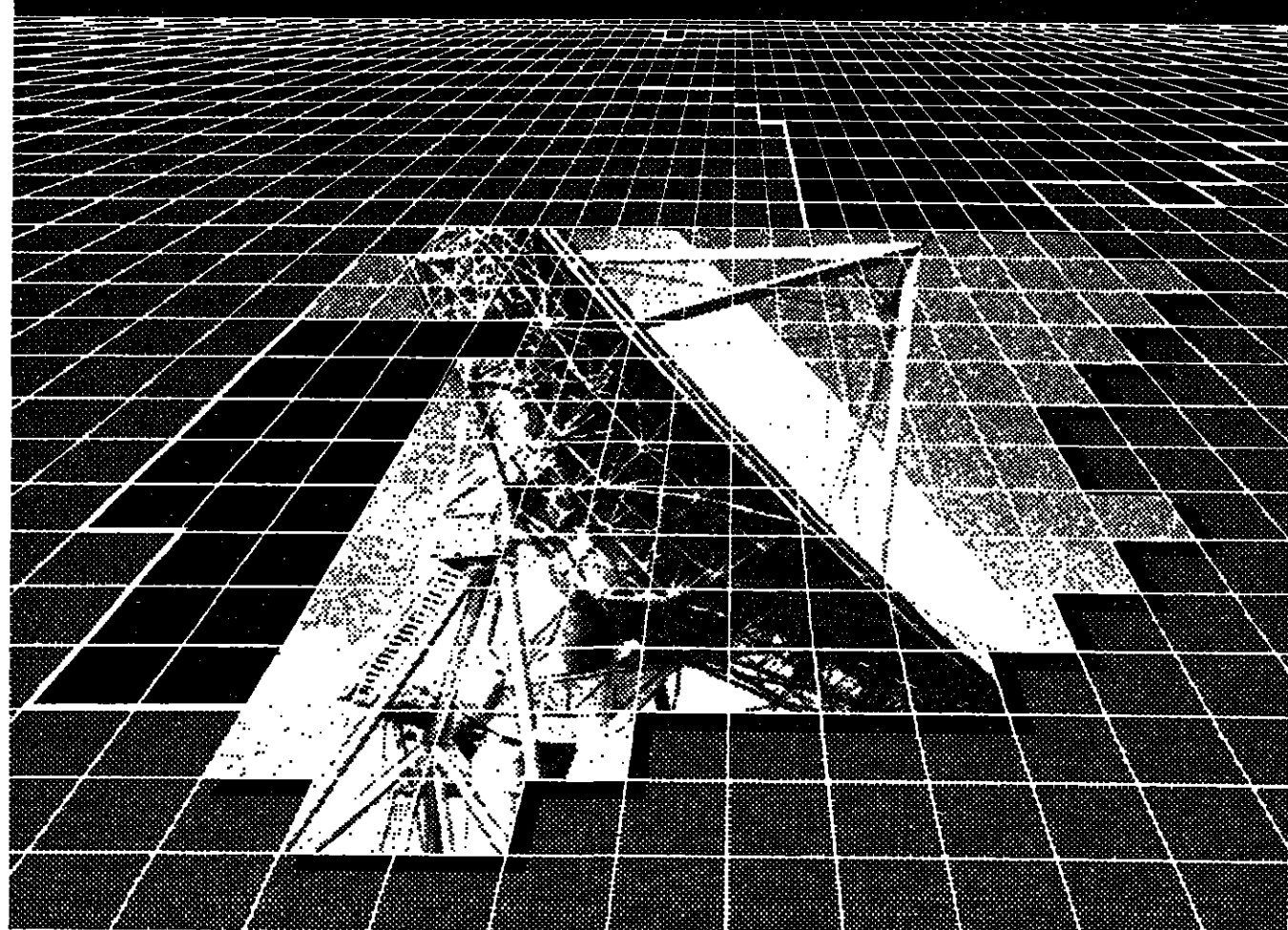
the mail for its customers in electronic pigeonholes in its computer memory.

Letters can be transmitted to any mailbox by anyone with access to the system, but the contents of a mailbox can only be read by someone with the right passwords (much has been made recently of computer "hackers" gaining illegal access to electronic mail boxes; this is easy if the passwords can be obtained one way or another, but very difficult otherwise. In other words, computer systems are at much more risk from conventional betrayal of trust than from technological wizards).

Video teleconferencing—the transmission of either full video or "compressed" images and local area networks (LANs) which allow fast, efficient and economical transmission of data from workstation to workstation are among the techniques which are being used increasingly to satisfy that majority of office workers who want their office technology to help them make better contact with their colleagues. Viewdata is another technology using conventional telecommunications that has a role in the future office.

But the real key to the future is ISDN; for the world's telecommunications authorities, the principal challenge is how quickly and how well they can establish and commission these advanced networks.

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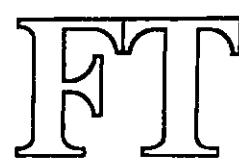
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## Communications in the UK

### -The Challenge of Choice

Hotel Inter-Continental, London  
24 & 25 April 1985

A date for your diary — The Financial Times high-level meeting on Communications in the UK to be held in London on 24 & 25 April, 1985. This conference is designed for directors and managers who are considering how their companies will adapt to the challenge of wider choice in communications. The presentations will aim to give guidance on some of the questions which need to be considered:

- \* Is the technology at a stage where it can practically be applied?
- \* What are the criteria to adopt in budgeting for new products?
- \* What are the management implications, the changes in internal relationships and ultimately to the very business?

This meeting will coincide with Industrial and Trade Fairs Communications exhibition at the Earls Court Exhibition Centre, London. The sponsors believe this conference will provide a valuable opportunity for senior management to debate and exchange views on the challenges of wider choice and to generate a background of understanding of current trends against which the exhibition itself can be viewed.

## Communications in the UK

### -The Challenge of Choice

☐ Please send me further details of 'Communications in the UK' conference.



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